

1931
DECEMBER 5, 1931

The Weekly Magazine for
MARKETING EXECUTIVES

SALES *management*

**Detroit Vapor Stove
Sales Continue Gain
in Spite of Slump . . .**

**An Analysis of the
\$100,000,000 Counties**

**Rockne, Chevrolet
and Cheaper (?) Ford
Revive Motor Demand**

TWENTY CENTS

Follow This Guide to Reader Preference

LEADERSHIP in Classified Advertising tells a far more important story than that of mere lineage. When the leadership is pronounced, it serves as a definite, valuable index to reader preference, interest and confidence.

When the reader has an advertisement of his own to place—be it no more than a two-line "Wanted to Trade" — he naturally chooses the newspaper that he likes and believes in, the newspaper that he knows most people read and which will give

him the best and quickest results.

New Orleans newspaper readers place more classified advertising in The Times-Picayune than in any other New Orleans newspaper. Month after month and year after year The Times-Picayune publishes more classified advertising than all the other New Orleans newspapers *combined*. That's PREFERENCE that means something to the national advertiser! *Concentrate in The Times-Picayune, New Orleans' favorite newspaper.*

Incidentally, The Times-Picayune also leads by a wide margin in local, national and total advertising; and in home delivered, city, suburban and total circulation.

SELL THE SOUTH'S GREATEST MARKET THROUGH THE SOUTH'S GREATEST NEWSPAPER

The Times-Picayune

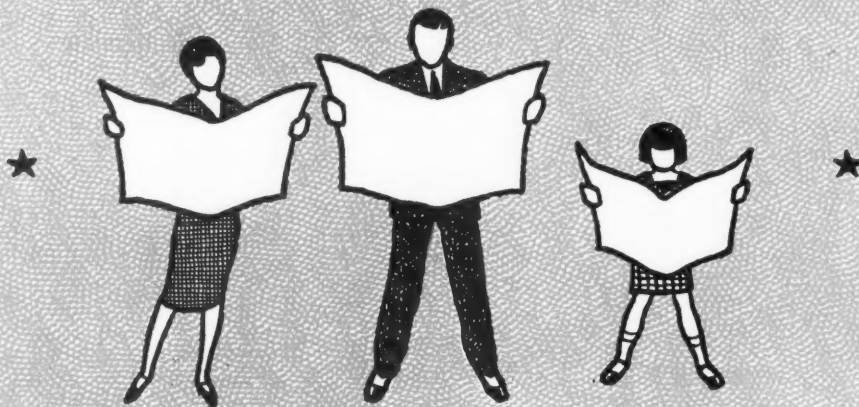
NEW ORLEANS

Member Associated Press.

Member Major Market Newspapers, Inc.

Representatives: CONE, ROTHENBURG and NOEE, INC.

Pacific Coast Representatives: R. J. BIDWELL CO.



--NEW ORLEANS IS A TIMES-PICAYUNE TOWN!--

What must a Man do to Make himself worth \$10,000 a Year?

EVERY reward demands a sacrifice. Every triumph, in this world, has its price.

Take the matter of money. This is a day of commercialism—of overemphasis on financial rewards. Men give their leisure, their health, their all—in exchange for cash.

Is it worth it? Must a man make so great a sacrifice in order to achieve security for himself and his family? How much should an intelligent man be willing to do to increase his earning power?

This page is addressed to those men who want an ample measure of financial reward—but who are not willing to cripple their lives to get it. Such men see things in correct proportion. And to such men the message of the Alexander Hamilton Institute is of thrilling interest.

For it is not the *time* you spend on business, or the *effort*, or the *concentration*, that brings the big rewards. It is simply and solely the *intelligence*. Institute men make more money than other men—with less effort—because they know more about business.

Our records show in case after case that a man *can* have time for his family, his friends, his hobbies, and still make more money than the neighbor who never finds time for anything but work.

For Institute training means freedom. Freedom from worry. Freedom from costly errors. Freedom for constructive, profit-making thought. The kind of freedom that comes with the knowledge that

your future lies in your own hands and that those hands are competent.

How is all this possible? Let us explain it this way.

How much chance would a football star of the '90s have if he went into a game today and knew only the rules and the tactics of his own time—a time when the forward pass did not even exist?

With luck, a man may survive in this new business world without special training. But (and here is the point of this whole page) *he will never earn \$10,000 a year.* Nobody is paid \$10,000 just for obeying orders. But men who know the new rules, who are competent to give orders instead of receiving them, will receive in the next few years greater financial rewards than ever before.

Has business become for you a squirrel-cage in which every year you are working harder but progressing no faster? Are your natural talents being slowly wasted in a blind concentration on mere routine tasks?

Then write for the booklet that tells how, by learning the rules of the game as it is played *today*, you can eliminate half the effort and earn twice the reward.

This booklet is called "What an Executive Should Know." It enables you to answer for yourself the question, "What must a man do to make himself worth \$10,000 a year?" It is interesting and practical from the first page to the last.

Send for it. It is free. The coupon will bring it.

To the Alexander Hamilton Institute, 576 Astor Place, New York City. (In Canada, address Alexander Hamilton Institute, Ltd., C. P. R. Building, Toronto.)

Send me "What an Executive Should Know," which I may keep without charge.

NAME.....

BUSINESS ADDRESS.....

BUSINESS POSITION.....

The next 5 years
will offer more
**OPPORTUNITIES
FOR PROFIT**
than any other period
in a generation

Not much chance, you will agree. Business has changed, in the last few years, even more than football. Yet men imagine that they can gain ground in the game of business with antiquated weapons and with only the old-fashioned rules to guide them.

Make no mistake about it—business today is a new thing. The old rules don't work. Overhead is receiving a new kind of scrutiny. Small business units are being merged into big units. Security prices are subject to a whole new set of conditions. Production methods have been revolutionized. An entirely new sales strategy has been forced into existence by new competitive conditions.

A 44-page booklet called "What an Executive Should Know" describes this new service. Send for it.

Reader Confidence and Friendship Won and Held by Service which Promotes Regional Interests

San Antonio Express and San Antonio Evening News go into the select homes of San Antonio, South and West Texas, where these newspapers are read every morning and evening. Their circulation is concentrated in San Antonio and its trade territory, which count 1¼ million population.

The confidence and support gained and retained by these two newspapers are the reward of their constant service to the welfare of the people throughout their great, rich circulation territory — service of their best interests socially, economically, educationally. This confidence explains their leadership as advertising media for all sales-efforts that are directed primarily to the home.

The Woman's Department promotes a service far reaching in its scope, and besides encouraging better living conditions, advocates greater interest in meritorious food products, beverages and household articles.

**SAN ANTONIO EXPRESS
SAN ANTONIO EVENING NEWS**
Texas' Foremost Newspapers

Survey of Surveys.

BY WALTER MANN

Recent Department of Commerce Research Reports

Recent weeks have seen a number of important additions to the list of research studies which the Domestic Commerce Divisions of the United States Commerce Department are contributing to the cause



Pirie MacDonald
Walter Mann

of more scientific merchandising and elimination of distribution waste.

In the field of cost analysis and control the Department has published "Costs, Markets and Methods in Grocery Retailing," issued as Part II of the widely known Louisville Grocery Survey and presenting a detailed study of actual operations in the twenty-six grocery stores which were the "test cases" employed in the study. This compact, 85-page report reviews the principal characteristics of population and purchasing power in the trading area of each store examined and shows the effect upon such fundamentals as turnover, gross margin, expense and net profit, of (1) community and customer type, (2) size of store and sales volume, (3) quality of management and (4) location of store with respect to outlets in other retail lines. Cost analysis is applied to each of the major store operations, such as selling, order assembly and delivery, store maintenance, bookkeeping and credit extension, and the method of cost allocation employed is made plain for the benefit of the grocer who desires to use it in obtaining a clearer picture of his own operating costs.

Four reports in all are to be issued to present the entire results of the Louisville Survey. Part I, "Census of Food Distribution," has been available for some time. Part III, now in preparation, will study the merchandising characteristics of individual grocery store commodities as seen in the Louisville stores. Part IV is to be an analysis of wholesale grocery operations. The present report, Part II, "Costs, Markets and Methods in Grocery Retailing," is obtainable from the Government Printing Office, Washington, D. C., at a price of twenty cents a copy.

Problems confronting the retail jewelry trade of the country are comprehensively treated in another recent Commerce Department report entitled "Jewelry Distribution by Retail Jewelers." The aim of this study is to aid the individual jeweler to gauge the effectiveness of his own operations by comparison with standards of performance and practices based upon reports from a representative cross-section of the national jewelry industry. Detailed data contributed by more than 1,200 retail jewelry stores located in every state in the Union are presented in the report. The information included deals with instal-

ment sales, credit losses, gross margin, returns and allowances, delivery, advertising, merchandise sources and numerous other matters of immediate concern to the jeweler in the conduct of his business. "Jewelry Distribution by Retail Jewelers" also is obtainable from the Government Printing Office, priced at ten cents.

The newest semi-annual "Retail Credit Survey" of the Department, covering January-June, 1931, offers the latest available data as to credit extension and conditions in a number of leading lines of trade. Relative proportions of cash, open-account and instalment sales; collection; returns, allowances and repossessions and bad-debt losses in the first half of the current year are compared with the corresponding period of 1930, providing an indicator of trends useful to the merchant and his credit manager, or to anyone interested in the general course of retail credit conditions. Price also ten cents.

Three additional cost-and-operations studies, of special interest to the industries with which they deal, now are available. These are: "Operations and Recent Trends in the Public Seating Industry," "Knitted Outerwear Machinery in Cleveland" and "Problems of Wholesale Electrical Goods Distribution." These studies are available from the Government Printing Office at the following prices respectively: free, ten cents and fifteen cents.

Much information of great value to the drug trade of the country and distributing interests to whom the drug store outlet is important, is being developed by the National Drug Store Survey now being conducted by the Commerce Department in St. Louis, Missouri. The survey as a whole will not be concluded until next spring. In order, however, that available results may be put to productive use as promptly as possible, the Department is planning a series of reports on special aspects of the survey, to be made public as rapidly as the findings become available. Subjects already announced for early publication include drug store arrangement and display; the merchandising characteristics of packages—including color, style, advertising matter and design; the drug wholesaler's problem of profitable customer selection and causes of business failure in the retail drug trade.

For the convenience of business men and others interested in the domestic commerce work of the Commerce Department a revised list of publications in this field, with brief descriptions and prices, has just been prepared. This revised publication list, in mimeograph form, may be obtained without charge upon request to the Marketing Service Division of the Department, Washington, D. C.

Operating Expenses of 100 Selected Food Stores—A study of the operating expenses of service grocery stores, cash grocery stores, complete food markets and general stores. These have been presented in such a way that a grocer may analyze his own record and compare himself with the successful merchants doing business under the same conditions. *Progressive Grocer*, 79 Madison Avenue, New York City. Fifty cents, forty pages.

What's New

Probably because they give so much stimulation to renewed effort, the articles SALES MANAGEMENT has presented on companies that have set new sales records during the depression years have been among the most popular articles of the year. This week we print another—an analysis of the sales policies of the Detroit Vapor Stove Company, which has the unique record of a sales increase for every year it has been in business.

The automobile industry, always among the most aggressive of all American industries, is out to create some busy months and work for many more men, through the introduction of new models which represent the unusual, both in style and value. Page 346.

The importance of formulating a sales policy and sticking to it, rather than trying to operate on a sell-anybody - at - any - price - you - can - get basis, is brought out in an article this week which reports the experience of the Pennsylvania Range Boiler Company. Page 344.

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Sales Management

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December 5, 1931

This Week

Distribution

- "We Stopped Demoralizing Markets by Selling Direct" 344
By Glenn H. Cox, E. A. Clarke Company, Philadelphia

General

- Significant Trends 341
New Rockne and Chevrolet Arrive as Ford Price-Cut Rumors Spread 346
By Lawrence M. Hughes

Market Analysis

- Hundred Million Dollar Counties 348

Sales and Advertising Policies

- A Feast of Sales in a Famine Year 342
*Based on an interview by D. G. Baird with E. W. Lewis, Jr.,
Director of Sales, Detroit Stove Company, Detroit*
Can a Little Tire Company Live? Not Only Live, Says Norwalk,
but Grow! 355
By Michael Stephens
Thrift Appeal Sells 444 Per Cent of Quota in Small Town 354

Departments and Services

- Account Changes 372
Editorials 366
Gossip 363
Government in Business 368
Latest News in Sales and Advertising, Beginning on 356
Media 369
Plus Signs 365
Sales Letters 338
Survey of Surveys 334
The Postman Whistles 350
Tips 364

Sales Letters

BY MAXWELL DROKE

The Master Maxim

I have been asked repeatedly—well, *twice* is repeatedly, isn't it?—to set down a collection of rules for business letter writers. I have never done so. In my judgment, correspondents are now hampered by far too many copybook maxims. There is a very real danger that we may follow these rules so slavishly that our letters will become standardized, and "conventionally unconventional."



Maxwell Droke

In any group of speechmakers you have observed, haven't you, how easy it is to spot those who have had training in "elocution"? Invariably they employ the same intonation and inflection; use the same standardized gestures. Each is an automaton, trained to mimic the mannerisms of the master, who in turn has been trained by an earlier instructor. No matter what the subject may be, they deliver an oration in their best "beyond-the-Alps-lies-Italy" manner. It is all very dreadful, indeed.

That is the sort of thing I am fighting against in the writing of business letters. I am continually warning young correspondents against the danger of making their letters mere carbons of those creations which strike their fancy. It is a dangerous practice which deadens individuality. The art galleries are crowded with students who painstakingly copy the work of the masters. But the masters copied no one. That's why they were masters.

And so, I have no rules, except this master maxim—be yourself. Strive always to put *your* personality on paper. And don't worry too much about the other fellow's technique. For technique, you know, is merely the art of rendering the simplest passages with the utmost difficulty.

When Henry III complimented Montaigne on his Essays, the old scholar responded, "I am my essays." And he was right about it, for he had put his personality on paper. When we can say as much of our letters we shall certainly be getting some place.

"Happy to Know You, Sir"

I have spoken before of the importance of greeting new customers and making them feel at home, but it is a subject that is difficult to overemphasize. At no other time, perhaps, is the customer so receptive and so deeply impressed by those little touches of courtesy which cost nothing and may mean a great deal. Here is a letter used by the W. H. Y. Nu Products Association which impresses me because it is friendly and human, yet not lacking in essential dignity:

"Dear Mr. _____:

"Old friends are essential in any business,

but one must get acquainted with new folks in order to grow and increase the number of old friends. Isn't this right?

"So this is a greeting from W. H. Y. Nu Products Association and a personal 'thank you' for the recent order that we believe is the first you have given us.

"We appreciate your thinking of us and frankly it is our hope that you will find the quality of W. H. Y. Nu Products and service rendered so satisfactory that you will feel it to your best interests to call upon us real often."

Lady, Be Luxurious Now!

Fidelity Investment Association sells savings contracts. It is their business to induce people to put away tidy sums for the inevitable rainy day. However, as Eddie Cantor so feelingly observes, "it's pouring like hell right now." So Fidelity, sensing an unusual situation, has met it in an unusual way. When a savings organization urges folks to *spend*, that's *news*. Thus, we quote: "If you, like millions of others in America, have money lying idle anywhere, Fidelity urges you to put it back to work. Be sure that your reserves are adequate, that you have sufficient money at work in Fidelity, but, above that, keep your money busy bringing you the good things money buys.

"Reckless spending and needless buying must be guarded against, but wise buying should be encouraged. Your dollar will bring you, today, more of the necessities that make life possible, and more of the luxuries that make it agreeable, than at any time in the last fifteen years."

Letter Par Excellence

When a man fails at every other known vocation, he can always turn to the selling of life insurance. That, at least, is a common impression which many of us glean from casual observation. I have been interested, however, in the efforts which some of the larger companies are making to impress the public, and particularly their policyholders, with the point that insurance salesmanship is becoming a selective occupation, which reserves its rewards for men of unusual attainments and capabilities.

With millions seeking employment, it is significant that the Connecticut Mutual Life Insurance Company should send this letter to a selected list of policyholders: "Will you help some man to success—merely by giving us his name? Some friend or acquaintance in your community who may be holding a blind-alley job that has little future?

"We'd like to bring to his attention our new and improved system of Sales Training, by which we have helped many men to achieve success.

"The man you suggest should be between twenty-five and forty-five, preferably married and earning \$2,000 a year or more. He should not be engaged in the life insurance business.

"We'd like to send such a man our interesting and practical Prospectus Book on

Sales Training. Will you simply write his name on the enclosed card? This little act of courtesy on your part may mark the turning point in his career."

In addition to ferreting out an unusually high type of prospective representative—the kind of men who might not otherwise be tempted to life insurance as a vocation—this letter tends to impress the important policyholder with the fact that his company is very particular in the selection of representatives; that they are a high-grade institution which must have high-grade men. Not a bad thought to register. And finally, this letter makes the selected policyholder feel awfully important. It is gratifying to him to observe that his opinion has been sought, as a substantial citizen and a man of affairs. Good, sound psychology all the way through.

—And the World's Worst

J. W. Westbrook, of Boyer International Laboratories, sends this department another entry for the World's Worst Sales Letters. We shall not inflict the entire mess on you, but quote merely the concluding sentences: "There is a difference in kissing your sweetheart and talking to her over the long distance telephone. We can help you do the job. Think it over." We *have* been thinking, Mister. But we don't like the idea.

"Very Truly Yours"

Shall we omit the "complimentary close" in our everyday correspondence? This final paragraph has its place, to be sure; but I find that a great many business houses are doing away with these expressions except in those cases where they can be made distinctive and personal. In numerous instances the recipient is in almost daily correspondence with the house, and a standardized sentence, repeated day after day, loses practically all of its meaning. It is better, in such instances, I think, to put your friendliness and good-will into the body of the letter, say your say—then quit, with a simple "Sincerely" or "Cordially yours."

Your Humble Scribe

A Texas correspondent has clipped the dignified and distinguished portrait which adorns this department with monotonous regularity, and sent it in to us, with the suggestion, "How about a side view—just for a change." We have a cheerful and obliging nature but, incomprehensible as it may seem, the side view is even worse.

To tell the truth, I have always thought rather well of this picture. It is the only one I have had in recent years which does not resemble me. In the matter of photographs, I seek not justice but mercy. Which brings to mind Dr. Johnson's comment upon viewing the bust of a contemporary scholar. A bystander had observed that it was a "speaking likeness." "Not speaking," said Johnson, "or it would say something foolish."

Significant Trends

As seen by the editors of Sales Management for the week ending December 5, 1931:

• • • Trade reports for the current week show considerable improvement, ascribed to the colder weather. The effect of the more seasonal weather was immediate, indicating the extent to which the high temperatures in November checked consumer sales. The hope now is that a touch of winter will give the holiday business a chance to retrieve accumulated losses.

• • • The index number of general business activity fell off again last week, influenced by a further decline in the adjusted index of freight car loadings and steel mill production. These losses effaced slight gains in automobile, cotton cloth and electrical power output.

• • • The average price of commodities went off sharply last week, the Irving Fisher index number dropping to 67.8 compared with 68.6 the week before. In Great Britain the average price of commodities rose substantially, the Crump index number reaching 68.9, 2.0 per cent above that of the week before. The pound fell in corresponding degree.

• • • First-line tire and tube prices to dealers were reduced this week by from 10 to 19 per cent, bringing them to a record low level. Action on second-line tires marks the appearance of the mail-order house winter catalogues.

• • • The extent to which incomes shrank in 1930 is shown very clearly in the preliminary Statistics of Income for that year. Individual gross incomes, representing full buying power less taxes, dropped to \$21,665,000,000 from \$28,762,000,000 the year before, a loss of \$7,000,000,000.

• • • Corporations fared even worse, their gross income having been reduced from \$112,790,000,000 in the year ended August 31, 1930, to \$79,147,000,000 in the year ended August 31, 1931. Their net income suffered to the extent of \$4,634,000,000, or 45 per cent, bringing it to the lowest point since 1921.

• • • Corporations reporting deficits for taxation purposes in that fiscal year numbered 231,287 in a total of 498,100—46.4 per cent. The year before the number was 181,641, 36.6 per cent of the total. In the calendar year 1921, however, this "red ink" group (as the politicians call it) was 52 per cent of all the corporations reporting. The deficit aggregate for the year ended August 31, 1931, was \$4,205,000,000 compared with \$2,703,000,000 the year before and \$3,878,000,000 in the calendar year 1921.

• • • Nine automobile manufacturers, exclusive of Ford and General Motors, earned among them \$2,047,108 in the third quarter of this year in contrast with a deficit for the same period last year of \$3,368,779. Their domestic sales, about 84 per cent of the industry's outside that of the two big companies were somewhat lower in dollar volume than in 1930. The gain of \$5,417,887 in net profit was due to operation adjustments to meet con-

ditions. All but one of the companies which lost money last year were in the red this year.

• • • Motor vehicle production in October dropped to 80,142 cars, the lowest point reached for any month in a decade or more. Compared with September the falling off was 44 per cent this year against 33 per cent in 1930.

• • • A bill providing for licensing fees of from \$10 to \$250 for chain stores in Massachusetts has just been introduced in the House of Representatives of that state. The Bay State lawmakers have plenty of anti-chain store measures to choose from, including one that duplicates the Indiana law with a maximum license fee of \$25 per store and one that carries the tax all the way to \$2,700.

• • • The New York State Independent Retail Merchants' Association has put six committees on the job of getting anti-chain legislation in their state similar to the Indiana law.

• • • The opening of the twenty-seventh annual Automobile Salon in New York this week gave some inkling of the new models to be introduced at the forthcoming national shows.

• • • Proposed increases in first-class postal rates to make good rising deficits were denounced this week by the Committee on Postal Service of the U. S. Chamber of Commerce on the ground that business would suffer from such action. Economy of administration and efforts to increase volume are the remedies suggested.

• • • Interesting developments are expected to follow the election of Sewell L. Avery to the chairmanship of Montgomery Ward in succession to Silas H. Strawn. Mr. Avery has been eminently successful in building up U. S. Gypsum of which he has been president since 1905.

• • • The latest victim of the labor-saving machine is the negro cotton picker, according to the Department of Labor, which tells us that a mechanical contrivance has been put together which in less than three hours will do the work now done by a human picker in seventy-seven hours. This means that four out of every five persons now needed in the cotton harvest season will have to find other employment.

• • • Georgia's 20 per cent tax on cigarettes, which went into effect on April 1, 1931, is proving disappointing to the tax collector. Receipts in recent months have been less than those of last year.

• • • Unemployment in January is now estimated at 7,500,000 by President Green, of the American Federation of Labor. His former estimate was half a million less. He assumes that there will be at least as many lay-offs in December and January as there were a year ago.

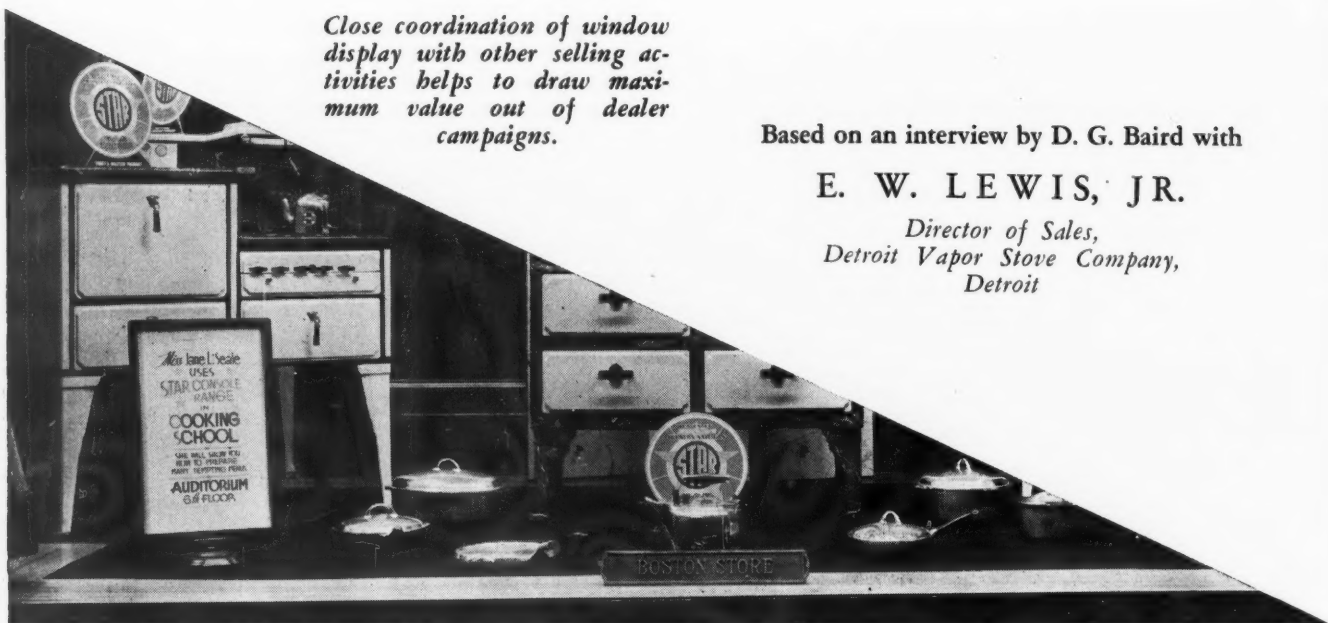
• • • Business failures in November numbered 2,195 compared with 2,362 in October, according to R. G. Dun reports. Liabilities, amounting to \$70,660,436, were less by \$10,000,000.

Close coordination of window display with other selling activities helps to draw maximum value out of dealer campaigns.

Based on an interview by D. G. Baird with

E. W. LEWIS, JR.

*Director of Sales,
Detroit Vapor Stove Company,
Detroit*



A Feast of Sales in a Famine Year

A NEW sales record every year since they began producing gas ranges seven years ago is the record of the Detroit Vapor Stove Company, Detroit.

Yes, that includes both 1930 and 1931.

The increase in 1930 was about 18 per cent, according to E. W. Lewis, Jr., director of sales. Sales of gas stoves showed a considerably larger increase than this, but the total was reduced by the decline in sales of oil stoves, which they were discontinuing.

They have an "excuse" for their showing so far in 1931, too. Many of the thirty-eight foreign countries in which they do business have been upset, tariffs have been increased, and exchange rates have seriously curtailed trade in some of their best foreign markets, particularly Canada. As a result, sales for the first ten months of 1931 show a gain of only about 4 per cent over the corresponding period of 1930. Still, in view of the fact that the gas stove industry shows a considerable decline during the same period, a 4 per cent gain hardly calls for any apology.

Detroit Vapor Stove already ranks among the four or five largest of the nearly three hundred producers of gas stoves. It has dealer representation in

every metropolitan center of the United States, and, Mr. Lewis adds: "In every one of those centers we have the best or second best stove outlet."

How they got the right dealers at first and how they taught them a new method of merchandising stoves was told in the May 14, 1927, issue of SALES MANAGEMENT. If space were available, that entire story might well be retold here, for it is the basis of their continued success.

After thirty years in the oil stove field, Detroit Vapor Stove in 1925 designed a new type of gas stove and began to market it in a new way. It was an all-porcelain enameled job, with fourteen patented features, and sold for \$100 to \$141.50—several times the average price of the plain black stoves then on the market.

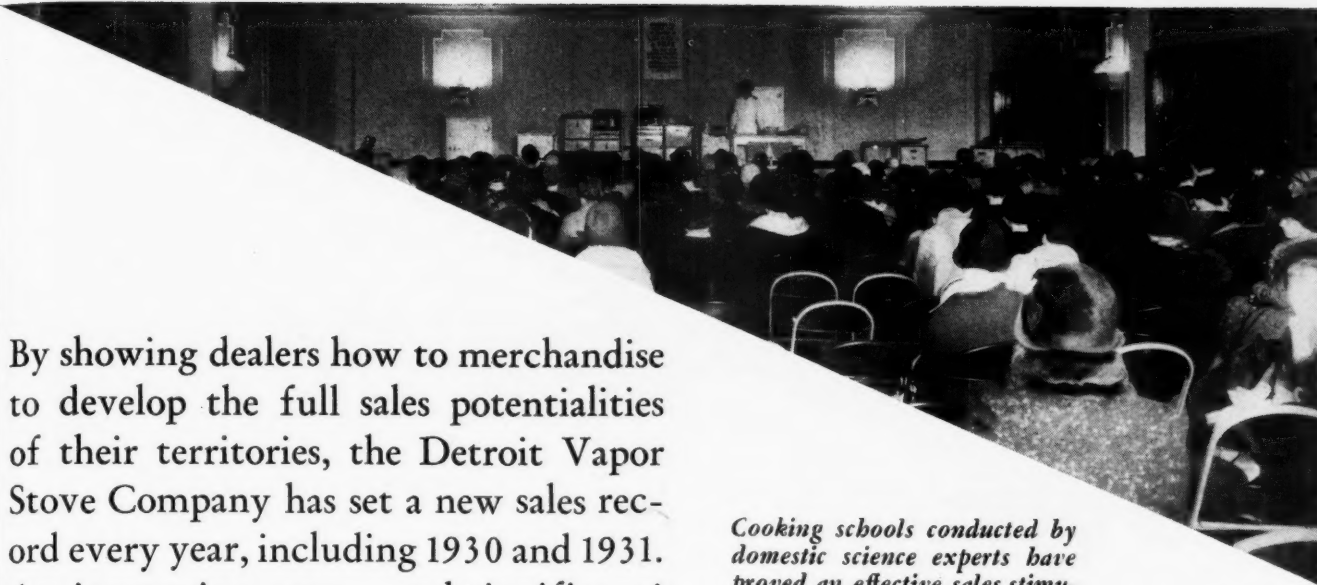
When he came to market his new product, A. G. Sherman, general manager, found the method of retailing stoves not at all to his liking. Hardware and furniture stores carried stoves for the same reason a grocer carries sugar—as an accommodation to the trade. They didn't sell stoves; people just came in and bought them whenever they found it necessary.

Mr. Sherman was convinced that stoves could and should be sold. He

was also convinced that dealers would not exert the necessary effort until something was done to cause them to change their attitude, so he established resale branches in principal cities and began to sell direct, providing a time-payment plan and a liberal allowance on trade-ins.

Soon they were selling 1,600 stoves a month and dealers began to take notice. Meanwhile, they had worked out a plan of retail merchandising and where they could get a prominent dealer who would agree to follow their plan they would give him the territory and withdraw the resale organization. The last of those resale branches was closed this year.

Much the same plan of retail merchandising is still being followed, and it is as effective as ever. It is not a unique plan, except as applied to stoves. As Mr. Lewis outlined it: "We merely insist that the dealer merchandise our line much as he does other profitable lines. By this we mean carrying an adequate assortment, displaying them in the windows and on the floor, placing a trained stove salesman in charge, pricing them right, using promotional plans, and, above all, advertising them. Only in exceptional cases will we appoint a dealer who will not advertise."



Cooking schools conducted by domestic science experts have proved an effective sales stimulant for small town dealers.

By showing dealers how to merchandise to develop the full sales potentialities of their territories, the Detroit Vapor Stove Company has set a new sales record every year, including 1930 and 1931. An interesting story—and significant!

"We proved years ago that stoves can be merchandised profitably and we have been accumulating proof ever since. We even insist that the dealer who will follow our plan will find stoves his fastest-turning and most profitable department. The trouble in the past has been that dealers wouldn't merchandise stoves and follow this up with proper delivery, and installation and prompt service when required.

"One of the best-known department stores threw out stoves two years ago because the department was unprofitable. We got them interested in May, 1930, and told them that if they would do a certain amount of advertising, we would help them promote a campaign that would sell 500 stoves the first month. They were skeptical of that, but they took on the line and staged the campaign, with the result that they sold over 600 that month. Their purchases from us during eight months of 1930 totaled \$42,631; during the first ten months of 1931 their purchases total \$73,746. Their stove department is now earning 36 per cent.

"Another prominent department store sold 112 stoves in all of 1929. Early in 1930 they took on our line and we put on a campaign for them in which they sold 742 stoves the first month. During the remainder of the year their purchases from us totaled \$51,191.

"A large dealer's purchases from us last year totaled \$71,841 and he did well with our line. In considering his 1931 quota, however, he was rather pessimistic and wanted to reduce it to \$50,000. We told him to make it \$100,000, instead, and he became rather peeved. After much persuasion, though, he agreed to split the differ-

ence and to act on some other suggestions which we offered. One was that he increase his advertising. He did so and the results encouraged him to increase it still more. He is now advertising about five times as much as he did last year. He also employed an outside salesman to call on builders and he made certain changes in his policy. During the first ten months of 1931 his purchases from us totaled \$125,763. They will undoubtedly amount to more than \$150,000 for the year.

"One of the cardinal principles of this company is to give dealers all possible assistance. We are not interested in just selling a dealer a lot of stoves; if he doesn't turn our line rapidly and make money for himself, we are less satisfied than he. In every case, we undertake to learn what his specific problems are and to help him solve them. Then we give him the fullest possible cooperation at all times.

"When we take on a large, new dealer we usually start him off by promoting a special campaign for him. We put one of our men in charge of his stove department for a week and attend to all the details of the promotion. The only requirement is that the dealer spend a certain amount in advertising and that he follow our instructions. Our representative directs the installation of the window and floor displays, sees that the advertising campaign is ready and is placed in ample time, holds meetings of salespeople and demonstrates the fact that it is as easy to sell a \$99 stove as a \$39 one, then remains during the first week of the campaign and does most of the selling. We stage similar campaigns for older dealers in large cities on request.

"To help dealers in smaller cities we employ domestic science experts to conduct cooking schools.

"We insist that our dealers advertise and, to assist them in this respect, we provide an exceptionally well-planned and extensive mat service. The dealer bears the entire cost of the space. We grant no allowances of any kind.

"When a dealer conducts a notable campaign our salesman obtains copies of the ads used, together with exact results, and we distribute these to all our salesmen for them to show their dealers, with the suggestion that they do likewise. Nothing is quite so encouraging as specific examples of success."

The company insists that dealers turn their stocks promptly. If they do so they should reorder at least every sixty days; hence, when any dealer fails to place an order within such time he is promptly placed on the inactive list and measures are taken to ascertain the cause.

In the office of G. A. Kastner, advertising and sales promotion manager, is an up-to-date file of dealer information. In the files, of the visible index type, there is a card for each dealer, showing his purchases by months and much helpful information concerning his territory. A girl checks these records daily and "flags" those cards which require attention.

As soon as one fails to place an order within sixty days his card goes into the inactive file and a letter goes to him, reminding him that he hasn't been heard from for some time and asking whether there is anything the company can do to help him stimulate business. The salesman in that territory

(Continued on page 370)

"We Stopped Demoralizing Markets by Selling Direct"

—Thus reports the Pennsylvania Range Boiler Company in describing the most important change made in that firm's selling policies in a decade. What happened when they formulated a real policy and stuck to it, is told by Penn's advertising agent.

THE SCRAMBLE for orders which has been going on ever since the war makes it appear that a great many manufacturers have overlooked available channels of distribution that are far better than the expedients they have employed. Selling direct to dealers and consumers may be a good policy in some lines. There is no doubt, however, that a great many manufacturers have lost both money and prestige by adopting methods to swell volume by means of short-cut sales.

This was the case with the Pennsylvania Range Boiler Company of Philadelphia. After reorganization of the company, nearly a year ago, a group of new officials found that the entire business had been greatly demoralized through a variety of selling methods. Practically every method had been used that promised to procure orders, and the result was a confusing and unprofitable condition that offered innumerable handicaps.

William H. Stewart, who joined the company as general manager the first of this year, had been connected with the Fisk Tire and Rubber Company as manager of marketing development. Because of his long experience in selling through highly developed distributing channels in another industry, he was convinced of the necessity of an entire reorganization of both selling policy and methods. In

addition, George Myrick, Jr., lately a member of the firm of Linton and Kolb, Inc., Philadelphia, distributors of oil burners, and well known in plumbing and heating circles, was appointed as sales manager.

During a recent interview, Mr. Stewart explained that the products of the company had always been considered as high grade in every sense. "It was a case of incompatibility of production and distribution," he added, "and I think the story of our recent experience will be of value to many manufacturers who are struggling with similar problems.

"Our investigation showed that many evils had accumulated along the path of our distribution. Hundreds of wholesale distributors, resenting the company's policy, were advising against the use of our goods and, besides, we were suffering from many other results of the old direct selling policy.

"So we determined to discontinue selling direct to merchants, plumbers, contractors and cut-price plumbing supply houses. In some cases the company even had sold a consumer on a 'factory to you' basis, and this practice we immediately discontinued. Then we adopted the new policy of selling exclusively to legitimate wholesale houses."

Mr. Stewart then discussed the problem of introducing effective dis-



Display stands, cut away to show special features of construction, proved effective as merchandising devices for wholesalers. On the stand pictured here are a standard all-welded boiler (top) and a Philadelphia malleable head riveted and welded boiler (below)—both with portions cut out. Such features as crimping, close riveting with cone and button rivets, inside and outside galvanizing, etc., are clearly revealed and emphasized for the eyes of the prospect. This is a simple, effective selling idea that could be applied to dozens of industrial products of other types.

tributing practices at once. It was impossible to establish branches and warehouses in the brief time that he had at his disposal. Impossible, too, to reorganize the business. A staff of salesmen, he explained, also would require time for employment and training—to say nothing of the time necessary for the allotment of territories and all of the attendant details.

It was decided, therefore, to employ manufacturers' agents who were already established in their territories, and who could step in at a moment's notice and start hitting the ball. A number of these representatives were immediately appointed and, almost within a few days, the new policy began to produce.

New Merchandising Campaign

"With these few hurdles safely cleared," Mr. Stewart continued, "we began to circularize a complete list of jobbers, of which there were few on our books, and a representative list of contractors. It was necessary to explain to all possible purchasers the changes and developments we had made.

"Our first letter outlining our change of policy had little but a very healthy effect on the jobbing trade. A few replied congratulating the company on its new stand, and others wrote for information about the line. A great majority of wholesalers, I believe, at first refused to believe our statement. We realized that it would require a continuous campaign of direct material to convince the wholesalers of our sincerity and to build up the reputation we felt we must have for square dealing and equitable selling.

"As we developed our coverage with our representatives, we also developed an effective line of merchandising material. We supplied our representatives with portfolios of photographs showing the complete line with specifications. These photographs included illustrations of the various processes of manufacture and of cut-away boilers showing distinctive features.

"This portfolio is a visual story of why our range boilers have always had a reputation for high quality. We have been careful, also, to include photographs of the factory which may enable our representatives to impress the wholesalers throughout the country with the size of our plant. In all, nearly 100 sets of the photographs in handsome leather loose-leaf binders have been distributed among our representatives.

"To further influence the jobbing trade, our advertising agency drew up a definite program designed to remove

all doubts of the company's sincerity. An advertising campaign was published in plumbing and heating trade magazines with the intention of selling not only our products, but also our new policy. In addition, we offered wholesalers a sample boiler which they could keep for inspection for a period of thirty to sixty days. Display stands were designed and built with sections of stock boilers cut away and arrows placed to indicate the special features of construction. For several months these displays have been used by our wholesalers on their floors, and orders for more are coming in every day. They are just one more link in the chain of our distributor cooperation."

A series of five folders was also prepared for distribution to a list of 5,000 of the country's largest plumbing and heating contractors. With these folders, letters were mailed intended to encourage contractors to place their orders with their jobbers.

This series is particularly interesting for the reason that each mailing piece deals with but one of the five special features that identify Pennsylvania Range Boilers. They were offered to wholesalers, imprinted with their names, for mailing to their customers. And many thousands of them have been distributed in this way.

BY GLENN H. COX

*E. A. Clarke Company
Philadelphia*

To remove every last vestige of the old order, Mr. Stewart said that they even redesigned the letterhead. The company now uses two forms, both modern in character and in keeping with the industry. One letterhead carries a picture of the plant and the other illustrates a representative group of range boiler products.

"Last spring," Mr. Stewart continued, "with about twenty-five representatives in personal contact with the trade, and the company rebuilding its position by hammering away at the sales resistance from all angles, definite signs of the success of our merchandising began to appear.

"However, our field was not as yet completely covered. We had gone far enough to know that our new policy

was right, and that we could rebuild the business of the company on a profitable and permanent basis. But we were faced with the problem of covering a lot of territory with which we were not as yet familiar. A 'sales merger' with another manufacturer serving the same field seemed to be the best move we could make, so overtures were made and an agreement was consummated with S. S. Fretz, Jr., & Company, an old established manufacturer of tank and pipe nipples. This company is the owner of another firm, Thomas Devlin Manufacturing Company, producers of malleable iron fittings, and the salesmen of both companies cover practically the entire country.

Factors in Failure and Success

"Since this merger, the Fretz and Devlin salesmen have carried the full line of Pennsylvania Range Boilers under a very simple and effective agreement. The salesmen are responsible to their sales managers. Selling costs are divided equitably between Fretz and our company. The salesmen are given the opportunity of substantially increasing their incomes, while both our own and the Fretz distributing costs are considerably reduced.

"Fretz nipples and Devlin fittings have always been known as standard, high-grade products. Our own products have always been favorably known for their quality in spite of the late but not lamented stigma of direct selling. And now we find that our line is fast losing the old enmity because of its association with high-grade products which never have been sold through any but the regular wholesale channels.

"While I am most familiar with only two important industries, I am convinced that a great many, if not most, of our distribution problems of the present day are due to the faulty and uneconomic selling practices of manufacturers. In the case of the Pennsylvania Range Boiler Company, there is not the slightest doubt that direct selling and other expedients of the kind were the cause of a decline and demoralization that almost wrecked the company. On the other hand, within a period of only ten months, we have proved that an equitable, fair and honest selling policy—a policy that enables the wholesaler to make a profit and protects him against predatory competition—has been responsible for putting the books of the company in the black to a very satisfactory degree . . . and for laying the foundation on which we know we can rebuild the business far beyond any of its past records."

New Rockne and Chevrolet Arrive as Ford Price-Cut Rumors Spread

INVASION by Studebaker of the low-priced market with the new Rockne Six this week, an aggressive campaign by Chevrolet for its 1932 model, launched today, more definite reports of the advent of a new and lower-priced Ford the latter part of December, and the ability of Walter Chrysler's improved Plymouth, introduced last July, to continue to hold its own, have combined to start things humming in the automobile industry.

The decline of the industry in November to the lowest production levels since February, 1929, is expected to give way to the most active December in three years.

Several manufacturers in the medium-priced field, following the leadership of Buick with its new "Wizard Control," will announce new models

The American Austin may also develop into a contender for this market. This company recently announced a "Free Motoring" plan (SM October 31), under which every purchaser would get free oil, gas, repairs and tire replacements, if necessary, for one year or 7,500 miles, under the purchase price. Even including "Free Motoring," Austin's prices are about \$60 lower than the present prices of Ford, which, in turn, are lower than those of Plymouth, Chevrolet and Rockne.

With ratio of sales to production running currently almost two to one, the industry has cleared up dealers' stocks pretty well and is now ready for new business—much of which will be replacement sales to people who bought in 1929 and 1928 and who are now in the market again.

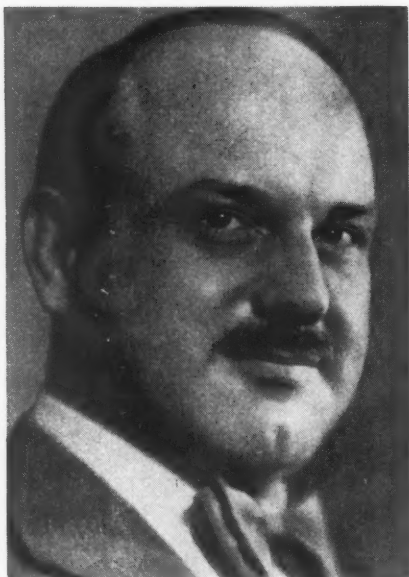
The suggestion that Studebaker

dent of the Pierce-Arrow and the Willys-Overland companies.

The Rockne will be manufactured in nine models and in two price groups, from \$585 up, and from \$685 up, f. o. b. Detroit.

A separate dealer organization is being established. Although the size of the organization was not announced, more than 9,000 dealers have responded to Mr. Graham's inquiry—200 of which already have signed. A number of Studebaker dealers will also handle the Rockne. Under the agreement with dealers, Mr. Graham explained, "Rockne Motors will protect them against price reductions. No deposits will be demanded, and dealers will be required to order only one month ahead.

"Our selling agreement provides



(Left) Studebaker Rockne's President. Primarily a production man, Harold S. Vance has done some selling and hopes to do more.

(Right) H. J. Klingler, who stepped into Richard Grant's important shoes as vice-president in charge of sales of Chevrolet, when Mr. Grant took over supervision of sales of all General Motors products.



the middle of the month in anticipation of the national automobile shows in New York and Chicago in January.

Hudson Motor Car Company has adopted Startix of the Bendix Corporation, as well as Free Wheeling for its Hudson and Essex models, and is promoting them extensively under the slogan "Watch Hudson."

In view of the fact, however, that 85.7 per cent of all motor cars sold are in the \$750-and-less group, the ability of Ford, Chevrolet, Plymouth and Rockne to attract buyers will be of utmost importance to the industry as a whole.

would sponsor the much-discussed Rockne Six, on which George M. Graham has been at work for several months, was made in this magazine November 14. The Rockne Motors Corporation has been established at Detroit, under Delaware laws, with A. R. Erskine, president of Studebaker Corporation, as chairman of the board; Harold S. Vance, vice-president of Studebaker, as president; Mr. Graham as vice-president in charge of sales, and R. A. Vail, former vice-president of Durant Motor Company, as vice-president in charge of production. Frank L. Wiethoff has become sales manager.

Mr. Graham is a former vice-presi-

that we shall buy back cars and parts on an equitable basis when the company terminates a relationship. We shall not crowd our metropolitan dealers. No dealers will be assigned to a locality where they cannot all have a reasonable opportunity of making money."

Following a "teaser" campaign in the last few issues of the *Saturday Evening Post*, the first formal advertising announcement of the new car was made in the December 5 issue of that magazine. Newspapers will be used largely in the campaign.

The complete Rockne line will be shown at the Automobile Show in

New York early in January, and some models will be in production the middle of this month.

The Rockne car will establish Studebaker in a position to meet General Motors and Chrysler in every price class. Studebaker controls Pierce-Arrow, which for thirty years has been prominent in the higher-priced group, and its own Studebaker cars are now getting a larger share of business in the middle-price group than for any time in the last six years.

Executives of Chevrolet Motor Company informed SALES MANAGEMENT this week of ambitious plans to promote its new model. The initial announcement is being made over 168 radio stations, in 5,355 newspapers and on 25,000 poster boards. A magazine campaign will start with January issues.

More than a million phonograph records—1,286,800 to be exact—made by Durium Products, Inc., New York, are also being employed.

A total of 1,275,000 of a four-inch record are being mailed by dealers to present Chevrolet users and to prospects, and 11,800 of a nine and five-eighths-inch record are being run on

BY LAWRENCE M. HUGHES

The larger record, which runs for five minutes, carries an introductory and closing song, and a talk on the features of the car by W. G. Llewellyn, sales promotion manager of Chevrolet, under the title, "Some Important Facts about the New Chevrolet Six." On the reverse side are instructions to dealers to "arrange to have the best electrical phonograph you can obtain in your salesroom, and play this record frequently to the people who come in during the first week of the announcement."

The seventy-six tons of promotional matter received by Chevrolet dealers included "eight square miles of silhouette display board, thirty miles of canvas banners, 1,100,000 lapel buttons."

Zone sales meetings for dealers were held throughout the country in the last few weeks, at which the new car was demonstrated, and dealers' salesmen trained and examined. Deal-

speed of 65 to 70 miles an hour.

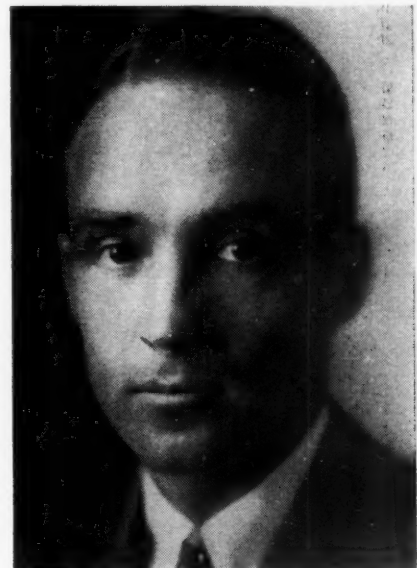
Another General Motors division, Buick, is now producing at the rate of 10,000 cars a month. All Buick dealers are now in a position to make delivery on all body types of the new models.

Meanwhile, Ford and Plymouth will continue aggressively to promote "fours." The report that Ford would introduce a "six" or an "eight" in the \$900 to \$1,000 group has failed of confirmation. Although the features of the new model are open to conjecture, interests close to the Ford Motor Company believe that it will be a four and that the prices will be somewhat under the present level of \$495 to \$750 f. o. b. Detroit. Ford prices have averaged about \$50 below those of Chevrolet and Plymouth, and with the exception of Austin, have been the lowest of any American maker. Ford's business has been built largely on a "price appeal." It is said he intends to emphasize it more and more.

Having entrenched Plymouth firmly in the low-priced field in the last five months, the Chrysler Corporation is now making plans more aggressively



(Left) F. L. Rockelman, for many years sales manager for Ford, now president of Chrysler's Plymouth, whose Floating Power has caused both Ford and Chevrolet some concern these last five months.



(Right) Edsel, son of Henry and Clara Ford; owner with them of Ford Motor Company, of which he is now president and treasurer. He is reported to have some things up his prolific sleeve.

phonographs in the dealers' showrooms.

The smaller records are "teaser" advertisements, entitled "Advance Information" on "The Great American Value for 1932." A picture of an automobile (unnamed) appears on the reverse side, with the request, "Be sure to play this record today!" It summarizes in a minute and a half the features of the new car—including silent synchro-mesh transmission, advanced free wheeling, and 70-mile-an-hour speed. Light of weight and unbreakable, the record is sent unwrapped, with a one-cent stamp affixed to the reverse side.

ers throughout the country observed "paint up week" in their showrooms and decorated their windows with "teaser" material.

Twenty thousand of the new cars were in dealers' hands on the opening of the campaign and the company's employment level is now 15 per cent above that of the same date last year. It is estimated that the activities incidental to the production of the Chevrolet car will "add to the earnings of 200,000 people."

The 1932 Chevrolet comes in twenty models, features silent synchro-mesh transmission combined with selective free wheeling, and has a top

to market its middle-price De Soto model. The Plymouth, sold by Chrysler, Dodge and De Soto dealers, has been an important factor in increasing the volume of the entire Chrysler organization. Plymouth executives inform this magazine that no changes are now planned either in the car or its promotion.

Meanwhile, Detroit is looking forward to a merrier Christmas than in several years. Aggressive marketing policies may soon put the automobile industry back into the dominant position it held in the decade prior to October, 1929, and stimulate activity in other industries.

Hundred Million Dollar Counties

The following table shows all counties which had in 1930 a total spendable money income from all sources of \$100,000,000 or more, arranged in order of total income. Preceding the name of the county are figures showing the relative rank of each county both in population and total income. Automobile registrations are for passenger cars only, and "cars per 100 people" covers both the under and over \$1,000 classes. The national average is nineteen cars per 100 people, with 29.5 per cent of these in the over \$1,000 class. This tabulation is made from SALES MANAGEMENT'S "Survey of Spending Power," published October 31.

Rank in population	Rank in total Income	County	Largest city	County population 1930	AUTOMOBILE REGISTRATIONS 1930				ALL SPENDABLE MONEY INCOME 1930		
					Under \$1,000	Over \$1,000	Cars per 100 people	Per Cent over \$1,000	Total (000 omitted)	Per Capita Index U. S. A. = 100	Per Cent of U. S. A. Total
1	1	New York, N. Y.	(5 boroughs)	6,930,446	281,199	300,082	8.3	51.6	\$6,636,303	164.8	9.3041
2	2	Cook, Ill.	Chicago	3,982,123	320,714	239,164	14.3	42.7	3,712,686	160.5	5.2052
3	3	Los Angeles, Calif.	Los Angeles	2,208,492	473,644	293,225	34.7	38.2	2,033,470	158.5	2.8509
4	4	Philadelphia, Pa.	Philadelphia	1,950,961	126,307	86,607	10.8	40.6	1,818,639	160.4	2.5497
5	5	Wayne, Mich.	Detroit	1,888,946	290,196	120,076	21.7	29.2	1,647,791	150.1	2.3102
6	6	Allegheny, Pa.	Pittsburgh	1,374,410	111,245	70,793	13.2	38.8	1,273,829	159.5	1.7859
7	7	Cuyahoga, Ohio	Cleveland	1,201,455	174,058	85,952	16.6	42.9	1,041,405	149.2	1.4600
8	8	St. Louis, Mo.	St. Louis	1,033,553	152,921	53,344	22.1	25.8	901,574	150.1	1.2640
10	9	Baltimore, Md.	Baltimore	929,439	92,330	44,633	15.5	32.5	767,162	142.1	1.0756
11	10	Suffolk, Mass.	Boston	879,536	68,553	49,744	15.5	42.0	732,324	143.3	1.0267
13	11	Erie, N. Y.	Buffalo	762,408	95,166	68,195	17.4	41.7	676,829	152.8	.9489
9	12	Middlesex, Mass.	Cambridge	934,924	96,932	71,353	20.1	42.4	640,571	117.9	.8981
12	13	Essex, N. J.	Newark	833,513	75,109	71,519	23.1	48.7	570,966	117.9	.8005
16	14	San Francisco, Calif.	San Francisco	634,394	87,349	71,605	21.9	45.6	557,316	151.2	.7814
14	15	Milwaukee, Wis.	Milwaukee	725,263	88,389	43,480	27.0	32.9	536,050	127.2	.7515
23	16	District of Columbia	Washington	486,869	94,408	59,845	26.1	38.8	526,701	186.2	.7384
17	17	Hamilton, Ohio	Cincinnati	589,356	76,828	36,079	21.6	31.9	505,131	147.5	.7082
19	18	Westchester, N. Y.	Yonkers	520,947	53,719	55,029	15.7	50.6	479,804	158.5	.6727
15	19	Hudson, N. J.	Jersey City	699,730	38,907	36,968	15.0	48.7	479,744	119.5	.6726
20	20	Hennepin, Minn.	Minneapolis	517,785	89,489	32,287	25.8	26.5	409,482	136.1	.5741
25	21	Jackson, Mo.	Kansas City	470,454	68,956	25,439	19.8	26.9	385,586	141.1	.5406
24	22	Alameda, Calif.	Oakland	474,883	84,711	65,797	30.6	43.4	364,430	132.1	.5109
22	23	Worcester, Mass.	Worcester	491,242	49,913	34,772	29.4	41.0	351,636	123.2	.4930
55	24	Denver, Col.	Denver	287,861	60,943	23,678	20.0	27.9	350,232	209.4	.4910
32	25	Marion, Ind.	Indianapolis	422,666	76,185	25,711	24.1	25.2	348,080	141.7	.4880
18	26	Providence, R. I.	Providence	540,016	51,741	35,944	16.2	40.9	346,380	110.4	.4856
21	27	Essex, Mass.	Lynn	498,040	48,494	37,050	17.1	42.0	336,443	116.2	.4717
27	28	New Haven, Conn.	New Haven	463,449	41,754	34,780	16.5	45.4	328,927	122.1	.4612
28	29	Orleans, La.	New Orleans	458,762	43,656	16,111	13.0	26.9	322,458	121.0	.4521
33	30	Hartford, Conn.	Hartford	421,097	40,579	36,968	19.1	49.6	320,178	130.9	.4489
26	31	King, Wash.	Seattle	463,517	80,431	31,877	24.4	28.3	306,983	113.9	.4304
42	32	Multnomah, Ore.	Portland	338,241	59,155	22,715	24.2	27.7	299,347	152.3	.4197
31	33	Monroe, N. Y.	Rochester	423,881	55,025	40,780	22.6	42.5	298,964	121.4	.4191
38	34	Harris, Tex.	Houston	359,328	60,000	16,002	21.4	21.0	291,427	139.6	.4086
44	35	Dallas, Tex.	Dallas	325,691	61,218	18,434	24.6	23.1	279,027	147.4	.3912
34	36	Fairfield, Conn.	Bridgeport	386,702	42,065	35,728	20.1	45.9	253,903	113.0	.3580
29	37	Luxerne, Pa.	Wilkes Barre	445,109	34,957	22,067	12.8	38.7	248,261	96.0	.3481
54	38	Onondaga, N. Y.	Syracuse	291,606	39,566	29,667	24.4	42.8	244,481	144.2	.3428
35	39	Bergen, N. J.	Garfield	334,977	33,533	30,202	17.4	47.3	235,863	111.2	.3307
30	40	Jefferson, Ala.	Birmingham	431,493	45,654	12,977	13.5	22.1	231,683	92.4	.3248
51	41	Norfolk, Mass.	Quincy	299,426	39,537	28,831	23.1	42.1	231,657	133.2	.3248
39	42	Jefferson, Ky.	Louisville	355,350	48,210	13,742	17.4	22.1	230,200	111.5	.3227
42	43	Hampden, Mass.	Springfield	335,496	34,363	27,236	18.3	44.2	223,236	114.5	.3130
53	44	Bexar, Tex.	San Antonio	292,533	45,686	14,229	20.4	23.7	221,625	130.4	.3107
40	45	Lucas, Ohio	Toledo	347,709	53,746	30,268	24.1	36.0	219,345	108.6	.3075
41	46	Summit, Ohio	Akron	344,131	53,488	24,638	22.7	31.5	218,724	109.4	.3067
56	47	Ramsay, Minn.	St. Paul	286,721	43,488	16,193	20.8	27.1	218,089	130.9	.3058
46	48	Lackawanna, Pa.	Scranton	310,397	25,772	15,313	13.2	37.3	216,759	120.2	.3039
36	49	Bristol, Mass.	New Bedford	364,590	33,039	23,335	15.4	41.3	211,538	99.9	.2966
47	50	Shelby, Tenn.	Memphis	306,482	44,576	12,088	18.4	21.0	206,899	116.2	.2901
62	51	Kent, Mich.	Grand Rapids	240,511	45,321	18,793	26.6	29.3	202,257	144.7	.2836
37	52	Franklin, Ohio	Columbus	361,055	65,977	28,076	26.0	29.8	200,625	95.6	.2813
63	53	Mahoning, Ohio	Youngstown	236,142	31,480	14,890	19.6	32.1	200,092	145.8	.2805
59	54	Montgomery, Pa.	Norristown	265,604	35,226	21,758	21.4	38.1	199,509	129.2	.2797
52	55	Westmoreland, Pa.	Monessen	294,995	31,373	15,652	15.9	33.2	191,544	111.7	.2685
65	56	Douglas, Neb.	Omaha	232,982	38,015	10,935	21.0	22.3	190,677	140.8	.2673
70	57	Norfolk, Va.	(s)	213,353	21,215	6,224	11.7	22.6	185,333	149.5	.2598
71	58	Henrico, Va.	Richmond	213,239	28,502	7,651	16.9	21.1	182,348	147.2	.2557
57	59	Delaware, Pa.	Chester	280,264	25,762	16,426	18.6	38.9	182,304	111.9	.2556
48	60	Union, N. J.	Linden	305,209	26,795	23,974	16.6	47.2	177,525	100.1	.2489
60	61	Lake, Ind.	Gary	261,310	30,649	13,171	16.7	30.7	175,169	115.4	.2456
49	62	Naassau, N. Y.	Freeport	303,053	35,616	34,603	23.1	49.2	174,254	99.0	.2443
75	63	Oakland, Mich.	Pontiac	211,251	36,746	14,427	42.2	28.1	173,745	141.6	.2436
82	64	Tarrant, Tex.	Fort Worth	197,553	37,178	10,834	24.8	22.5	172,322	150.1	.2416
50	65	Passaic, N. J.	Paterson	302,129	25,499	21,216	15.4	45.4	171,927	97.9	.2410
73	66	Albany, N. Y.	(s)	211,953	20,149	18,991	18.4	48.5	168,096	136.5	.2357
58	67	Montgomery, Ohio	Dayton	273,481	46,664	20,668	24.6	31.6	167,535	105.4	.2349
66	68	Berks, Pa.	Reading	231,717	28,201	16,582	19.3	37.0	164,157	121.9	.2301
45	69	Fulton, Ga.	Atlanta	318,587	41,447	15,785	17.9	27.5	161,496	87.2	.2263
67	70	Davidson, Tenn.	Nashville	222,854	26,798	8,551	15.8	24.1	156,875	121.1	.2199

Rank in population	Rank in total income	County	Largest city	County population 1930	AUTOMOBILE REGISTRATIONS 1930				ALL SPENDABLE MONEY INCOME 1930		
					Under \$1,000	Over \$1,000	Cars per 100 people	Per Cent over \$1,000	Total (000 omitted)	Per Capita Index U. S. A. = 100	Per Cent of U. S. A. Total
61	71	Camden, N. J.	(s)	252,312	21,163	15,220	14.4	41.8	\$152,720	104.2	.2141
80	72	Oneida, N. Y.	Utica	198,763	26,788	17,748	22.9	39.8	150,151	130.0	.2105
92	73	New Castle, Del.	Wilmington	161,032	16,696	8,983	15.9	34.9	149,644	160.0	.2098
88	74	Polk, Iowa	Des Moines	172,837	32,784	9,343	24.9	22.1	148,909	148.3	.2088
74	75	Genesee, Mich.	Flint	211,641	32,735	14,832	22.4	31.1	148,601	120.8	.2083
69	76	Oklahoma, Okla.	Oklahoma City	221,738	33,887	9,361	19.5	21.6	144,483	112.1	.2026
77	77	Washington, Pa.	(s)	204,802	23,423	10,391	16.5	30.7	140,845	118.4	.1975
93	78	St. Joseph, Ind.	South Bend	160,033	25,814	10,561	22.7	29.0	133,384	143.5	.1870
84	79	Salt Lake, Utah	Salt Lake City	194,102	28,618	11,442	20.6	28.5	132,774	117.7	.1861
68	80	Stark, Ohio	Canton	221,784	37,778	18,090	25.2	34.1	131,388	102.0	.1842
78	81	St. Louis, Mian.	Duluth	204,596	27,808	11,180	19.0	28.6	129,458	108.9	.1815
83	82	Lancaster, Pa.	(s)	196,882	27,740	15,405	21.9	35.7	127,383	111.3	.1786
91	83	Plymouth, Mass.	Brockton	162,311	24,858	14,547	24.2	36.9	125,533	133.1	.1760
85	84	Tulsa, Okla.	(s)	187,574	35,903	12,153	25.0	25.2	123,440	113.3	.1731
97	85	Niagara, N. Y.	Niagara Falls	149,329	20,799	14,771	23.8	41.5	121,203	139.7	.1699
100	86	Allen, Ind.	Fort Wayne	146,743	23,338	9,174	22.1	28.2	120,463	141.2	.1689
102	87	Dade, Fla.	Miami	142,955	24,669	15,618	28.1	38.7	116,369	140.1	.1631
72	88	Middlesex, N. J.	Perth Amboy	212,208	19,380	14,983	16.1	43.6	115,886	93.9	.1625
95	89	Kanawha, W. Va.	Charleston	157,667	14,489	6,195	13.1	29.9	115,775	126.4	.1623
109	90	Chautauqua, N. Y.	Jamestown	126,457	19,197	12,899	25.3	40.1	115,358	157.0	.1617
106	91	Sedgwick, Kan.	Wichita	136,330	25,179	6,997	25.2	21.7	113,546	143.3	.1592
76	92	San Diego, Calif.	San Diego	209,659	44,951	31,657	36.5	41.3	112,924	92.7	.1583
101	93	Fresno, Calif.	Fresno	144,379	40,613	23,521	47.4	36.6	112,007	133.5	.1570
87	94	Erie, Pa.	Erie	175,277	25,749	13,367	22.3	34.1	111,969	109.9	.1570
105	95	Hillsborough, N. H.	Manchester	140,165	16,064	8,541	17.5	34.7	111,004	136.3	.1556
64	96	Schuylkill, Pa.	Pottsville	235,505	19,842	12,652	13.3	38.9	109,945	80.3	.1541
108	97	Orange, N. Y.	Newburgh	130,383	17,547	14,261	24.4	45.4	109,709	144.8	.1538
79	98	Cambria, Pa.	Johnstown	203,146	18,429	11,870	14.9	39.1	107,588	91.1	.1508
81	99	Fayette, Pa.	Uniontown	198,542	22,219	10,690	16.5	32.4	106,827	92.6	.1498
99	100	Broome, N. Y.	Binghamton	147,022	17,678	14,817	22.1	45.6	106,550	124.7	.1494
110	101	Kane, Ill.	Aurora	125,327	19,927	11,095	24.7	35.7	106,529	146.3	.1494
89	102	Northampton, Pa.	Easton	169,304	19,474	13,094	19.2	40.5	106,332	108.1	.1491
103	103	Sacramento, Calif.	Sacramento	141,999	28,229	19,712	33.7	41.1	105,305	127.6	.1476
86	104	Mercer, N. J.	Trenton	187,143	19,790	15,115	18.6	43.5	105,008	96.5	.1472
104	105	Peoria, Ill.	Peoria	141,344	19,051	10,903	21.1	39.4	104,713	127.5	.1468
94	106	Hamilton, Tenn.	Chattanooga	159,497	20,112	7,089	17.0	26.0	103,152	111.3	.1446
96	107	Spokane, Wash.	Spokane	150,477	25,884	10,424	24.1	28.7	102,271	117.0	.1434
90	108	Dauphin, Pa.	Harrisburg	165,231	19,257	11,876	18.8	38.1	101,437	105.7	.1422
107	109	Cumberland, Me.	Portland	134,645	16,516	9,018	18.9	35.3	101,064	129.2	.1417
98	110	Beaver, Pa.	Aliquippa	149,062	14,127	8,299	15.0	37.0	100,236	115.7	.1405

In 1930 these 110 counties had a total spendable money income of \$42,671,268,000—59.9 per cent of the national income.

Four-fifths of Salesmen Enroll in Silent Automatic's Course

DETROIT—Eighty per cent of dealers' salesmen, exclusive of dealers themselves, participated in a sales training course of the Silent Automatic Corporation, oil burners, under the direction of Frank J. Mooney, head of the corporation's sales training department.

The course, in ten sections, ran for twelve weeks—one week usually being devoted to each section. Introductory and experience meetings were held by the dealers at the beginning and the end of each period.

Examination papers were provided for each section, which were supposed to be filled out and submitted to the factory. These were corrected, graded and returned with a printed sheet of correct answers for comparison. The course also covered individual advice and, when requested, help on particular problems.

At the end of the course each salesman received a questionnaire intended to ascertain individual benefits from it. The average return of the examination

papers was about 40 per cent, with the exception of the last few sections, which happened to fall during the peak selling season, Mr. Mooney said. "However, this average is not a full indication of the volume of study that has been put into the course, as many of the dealers hold their own training schools, and have preferred to handle the course under their own methods. It is estimated that under this system of personal teaching, using the sales course as a basis, an additional 20 per cent not reporting have completed it. "Forty and eight-tenths per cent of the students answered the final questionnaire on the benefits derived from the course. A feature of these answers was the fact that it has helped to make sales. Fifty-two per cent answered 'yes' to this question, with specific instances, including forty-four stories of actual sales, credited to suggestions learned in the course. An additional 27.5 per cent answered 'yes,' but gave no specific instances.

"Almost all of those who answered

said that the course had been of benefit to them. There were no negative and only five noncommittal answers to this question. Ninety-five per cent said it had improved their knowledge of selling, both as to product and buyer; 88 per cent, that it had increased their confidence; 87, that it had improved methods of planning their work. Eighty-three per cent said that it gave them a new interest in selling oil burners.

"Seventy per cent of the dealers and managers held regular meetings for discussing the course, and 22 per cent discussed it incidentally as part of their regular weekly sales meetings."

Hall Directs "Education" for Charis Corporation

ALLENTOWN, PA.—S. Roland Hall, general sales manager of Charis Corporation, foundation garments, here, has become director of a new department of education and publicity—having charge of training of personnel and of the advertising program. James A. Gilman, previously advertising manager, has succeeded him. Mr. Hall is author of several books on selling and advertising.

The P... Whistles

Memorandum From Boston

I have been very much surprised and pained to read your article entitled "Air conditioning Draws Leaders; Timken, GE, GM and Carrier Active," and note that Sturtevant was not included.

Possibly you do not realize it, but the B. F. Sturtevant Company are the pioneers in the field of air conditioning. They were the first company to develop fans, as they are today, for handling air in large quantities.

We, too, are to put a product on the market that represents years of experimentation and research. It is a humidifier for domestic and office use. . . —E. J. McKenzie, Assistant Advertising Manager, B. F. Sturtevant Company, Boston, Mass.

(B. F. Sturtevant are indeed pioneers. The Sturtevant who gave the company its name was making shoes in a Maine village back in the 1860's. Growing tired of pegging shoes by hand, he invented a machine that shaved wood continuously from a log, fed it to a cutter, which, in turn, made pegs and drove them into the shoe. The operation of this machine created such a dust that its ingenious young father created a blower to fan the dust away. Shoes and cutters were deserted in favor of the manufacture of this equipment for application to many industries. Now Sturtevant makes a wide line of air-moving and air-conditioning equipment. The story of their Speed Heater was told in SALES MANAGEMENT for January 31, 1931.—THE EDITORS.)

Dissenting Opinion

In your issue of November 14 Mr. Benedict favors third class mail. I hope he is right and that he can make more money with postage at \$10 per thousand pieces than he can at \$20. But repeated tests which we have made, continuations and completions, do not bear him out.

We solicit direct from banks, lawyers, accountants, department heads and corporation directors. Our stencil lists are made up of those who have bought from us. There are no prospects on our stencils. Prospects are secured by simply copying names and addresses from any one of several trade or professional directories.

Some directories are geographical, and suitable for third class mail. But others are alphabetical, and for us to use third class on these would require additional handling. It is here that a big cost factor enters. Taking the law of averages, we know that one person can handle eight pieces of first class mail, as against three pieces of third class. Run this ratio up to the thousands, and the one cent saved on postage is soon lost in labor. From scratch you are behind.

Then take returns. Where third class and first class produce business of like percentage to cost of mailing, your first class gives you a greater number of buyers. Once a prospect becomes a buyer, and your merchandise renders satisfaction, the more buyers you have the better and the larger will be your stencil list.

Third class gives you no forwarding privilege, so here some loss, be it ever so small, is entailed as against first class.

Then there are the details of paying return postage and paying for post office list corrections. But the big argument against third class is the slow delivery. If you are making a test campaign and want returns quickly, third class returns will be disappointing. They will not start to come in until from three days to four days after first class returns.

The above are factors which should be considered. Over a long period of time we have experimented heavily with both first and third class, and in our mailings we ignored all additional labor and considered third class simply as \$10 per thousand cheaper than first class. But although we save the \$10 on third class postage it costs us so much in business that we save and make by using first class.

We never mail our envelopes marked "personal," "important" or "rush." We do not do business with a class of people sufficiently "sappy" to believe that love letters, letters from home, or other personal correspondence would be flaunted on business stationery.—C. D. Maddy, Prentice-Hall, Inc., New York, N. Y.

(In the issue of September 26 Maxwell Droke, in his department "Sales Letters," asked, "Why is it that a plain mimeographed bulletin, on an identical list, actually pulls more orders than a folder attractively printed in two colors? . . . And can you explain why, on one certain list, one-center mailings actually bring more orders than first class mail?" A. L. Benedict, former editor, Buffalo Medical Journal, Buffalo, New York, answered (SM Nov. 14); Reader Maddy, in charge of promotion for Prentice-Hall, thus adds his voice to the discussion.—THE EDITORS.)

A Great Kick

I certainly got a great kick out of reading "Tip Top Salesmen I Have Met," particularly pages 26 to 37 about the man, Wylie, who showed unusual common sense in selling insurance. Is it possible to purchase a reprint?—W. Watson House, agency supervisor, New England Mutual Life Insurance Company, Hartford, Conn.

(A second printing of the booklet, "Tip Top Salesmen I Have Met," is now off the press and available at 25 cents a copy or 20 cents in quantities of fifty or more.—THE EDITORS.)

Moss-Grown Statistics

There is one thing I want to see you or some other aggressive magazine do: that is, organize a drive to have advertising agencies, sales research organizations, etc., refrain from the use of statistics three to five years old in discussing or making sales analyses.

For example, I have before me an analysis used by a certain trade publication of their particular industry, which goes into great length showing the growth of that industry from 1920 to 1925. Obviously much time and talent have been spent in making this analysis. I am wondering if they think anybody is fool enough to overlook the fact that since 1925 practically all industries have made radical changes and some of them have been com-

pletely wiped out. I don't know what can be done in bringing our statistics up to date, but somebody is going to work out a way of doing it sooner or later and when he does I feel sure that he will receive the hearty thanks of all executives who attempt to use such information. I have not had an opportunity of looking over your survey of purchasing power, but here's hoping the figures given are of such a date as to make intelligent reading.—Miles H. Fairbank, The American Propeller Company Division, Bendix Aviation Corporation, South Bend, Indiana.

(The editor's note accompanying SALES MANAGEMENT'S "Survey of Spending Power" published October 31, 1931, says: "We maintain that any guide or index to purchasing power or spendable money income falls far short of the mark which fails, either by actual record or reliable projection, to give a current picture. That type of county data which leaves it for the user to make estimates bringing the figures he actually uses up to date can, in our estimation, serve only to increase the factor of error in business. When, moreover, it is necessary to resort to either estimates or projection formulas, it is vastly better and decidedly easier to entrust this highly technical work to experts with long experience in the line. Under no circumstances does it seem safe or wise to employ statistics many years old and often embodying a range of years. That is why the tables prepared by SALES MANAGEMENT were entrusted to experts . . . and why all figures given, other than the cost of living index, which is for 1929, have been brought up to date, viz., to the last calendar year."—THE EDITORS.)

Small-town Customers

Study of a recent government survey reveals that:

Department and dry goods stores in the seven Gulf Southwest states get 40 per cent of their business from people who live in small towns of 10,000 and less.

Fifteen per cent of the stores were included in the survey—376 stores in sixty-five cities.

Their business coming from the outside—small towns within their trading area—amounted to \$100,366,969, or 40 per cent of the total \$250,917,423.

In these seven states there are 20,432,514 people, of whom 14,672,975, or 72 per cent, live in small towns.

Because I feel certain of your interest, I am glad to show you this items which discloses the fact that city outlets really do distribute to small-town customers.—G. E. Ferris, The Household Magazine, Topeka, Kansas.

(Mr. Ferris refers to "Distribution of Dry Goods in the Gulf Southwest" published by the Department of Commerce.—THE EDITORS.)

All in Favor Say "Aye"

The executive committee of the Rochester Sales Managers' Club voted last Friday to enter individual subscriptions to SALES MANAGEMENT for all members of the club. You will find enclosed the roster list, and we would appreciate your starting this service to our members immediately.—William A. Burdick, Secretary, Rochester Sales Managers' Club, Rochester, N. Y.

(The sixty members of the Rochester sales managers' group thus become unanimous on the subject of SALES MANAGEMENT. Those who were already subscribers had their subscriptions extended.—THE EDITORS.)

zine to serve a new public. A post-war public. A public with its own ideas.

Into LIBERTY went (1) dramatic, newsy, concise stories and articles by new authors, young authors, authors and artists attuned to the spirit of the times.

Into LIBERTY went (2) a new make-up, ending run-overs, barring interruptions in reading, putting every ad next to live reading matter.

Into LIBERTY went (3) new convenience in reading—compact, easy-to-handle size.

Into LIBERTY—deliberately—went only those things that would lead (and have led) to 99% single-copy sales—copy-by-copy demand repeated 52 times a year. With the result that the circulation you buy in any issue is circulation 99% guaranteed-to-be-read.

And Now—the Pudding Has Been Proved

A reasonable prospectus, upon which hundreds of advertisers have spent money year after year, LIBERTY'S publishing formula has now passed the Gallup Reader Interest tests with a logical score.

Advertisers who have supported LIBERTY year after year are gratified to have their judgment verified. Others, who have watched LIBERTY in the past, are now rearranging their advertising expenditures.

If you, yourself, have not yet seen the Gallup report, you will want to study a copy without further delay. A note from you will bring one *via* the good offices of a LIBERTY representative. Address LIBERTY, 420 Lexington Ave., New York.

These are some advertisers who are getting more for their money by using Liberty:

AMERICAN PLIER MFG. CO.
AMERICAN SAFETY RAZOR CORP.
AMERICAN TEL. & TEL. CO.
AMERICAN TOBACCO CO.
AXTON-FISHER TOBACCO CO.

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BUICK MOTOR CAR CO.

CANADA DRY GINGER ALE CO.
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SINGER SEWING MACHINE CO.
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STANCO, INC.
A. STEIN & CO.
STERLING PRODUCTS CO.
TEXAS CO.

VELDOWN COMPANY, INC.
WANDER CO.
G. WASHINGTON COFFEE REF. CO.
L. E. WATERMAN CO.
R. L. WATKINS CO.
WESTERN CLOCK CO.
W. F. YOUNG CO.
ZONITE PRODUCTS CORP.

HOW THE ODDS WORKED FOR ABSORBINE, JR.

These ads, identical in copy, headline and art, ran during the Gallup Reader Interest Census last July and August, in LIBERTY and two other weekly magazines. But—

On the basis of dollars invested in each...

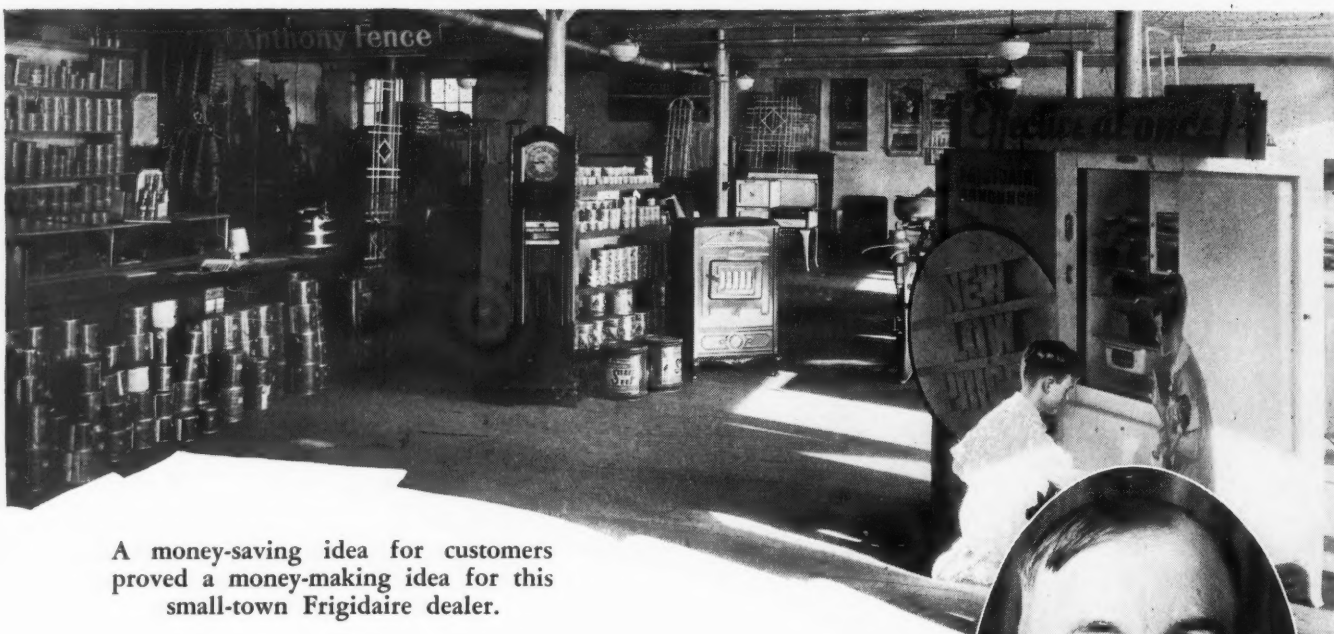
The copy in LIBERTY stopped 21% more men and 60% more women than the same copy in Weekly B.

And—

The copy in LIBERTY stopped 118% more men and 438% more women than the same copy in Weekly C.



America's Best Read Weekly



A money-saving idea for customers proved a money-making idea for this small-town Frigidaire dealer.

Thrift Appeal Sells 444% of Quota in Small Town

FOR many months the Frigidaire Corporation had been using the "thrift" appeal in the sale of its household units. In survey after survey, in one successful campaign after another, it had proved this merchandising appeal was fundamentally sound. Through it thousands of prospects had learned that purchase of this particular refrigerator would not only save them money, but that the longer they postponed buying, the more money they would lose.

In the larger cities this company's salesmen were daily demonstrating that by taking advantage of Saturday shopping bargains, by buying in quantities and through savings made possible by elimination of waste and spoilage, the housewife with this electric refrigerator could save a surprisingly large sum each week.

But in the smaller towns, where there was less competition among merchants and fewer Saturday bargains, the "thrift" appeal apparently made less headway. Sales experts drew charts and graphs, scanned market figures, studied outside zones of influence, compared the relative costs of ten and twenty-ounce cans of tomatoes and decided that small-town residents bought most of their provisions direct from farmers anyhow and that therefore the "thrift" idea did not apply.

About that time the mail brought news that William Kuhn, hardware merchant and Frigidaire dealer of Miamisburg, Ohio (population 5,507

and so near the factory as to be downright embarrassing), had, during the previous month, sold 444 per cent of quota.

Backtracking this dealer's record the sales analysis department found that he had sold 327 per cent of quota the month previous and 225 per cent of quota the month before that. Sensing a solution to the whole problem a field man was sent out to make a detailed study of Mr. Kuhn's personnel and methods.

"Certainly I use the 'thrift' appeal," the dealer answered in reply to his interviewer's first question. "But I have to apply it to the people who live here. I can't make it work the way the factory says it should be done. It's probably my fault, but what's the difference, so long as I get results?"

Mr. Kuhn got the idea for his own particular thrift appeal from the fact that he himself has a farm on which he lives every summer. He noticed that in the fall, when he moved to town, his farm was selling milk from twelve to fourteen cents a gallon. He in turn was buying it back from the milk company for ten cents a quart or forty cents a gallon. In eliminating this discrepancy in his own case by having his own milk brought directly to town he hit upon the idea of offering this solution of his food bill to his prospects.

This is how he went about it. Milk was delivered in his town at ten cents a quart, an item that represented considerable money in the course of a



William Kuhn

month. He looked about to find the largest user of milk in his town. It turned out to be the family of the village fire chief, which was using thirty-two quarts of milk a week at a cost of \$3.20.

He pointed out to the fire chief that he could buy good, fresh milk direct from a farmer for twenty cents a gallon and by making one trip a week into the country to get it he could save \$1.60. Figuring cream bought in the country at thirty-five cents a quart against the milkman's charge of eighty cents a quart, he was able to show his prospect how he could effect a total weekly saving of \$2.10.

"By taking a two-mile drive into the country once a week you will be able to save \$8.40 cents a month or a little over \$100 a year on milk and cream alone," he told the chief. In addition he named a farmer who was ready to supply both at the price he had mentioned.

Then picking up the factory's regular sales story he pointed out other savings through elimination of food spoilage and waste, decreased refrigeration costs and other economies which would result in equally large savings.

The interviewer further gathered
(Continued on page 362)

Can a Little Tire Company Live?

Not Only Live, Says Norwalk, But Grow!

BY

MICHAEL STEPHENS

IN the fiscal year ended September 30 the Norwalk Tire & Rubber Company, Norwalk, Connecticut, increased its unit tire sales 88 per cent and its unit tube sales more than 100 per cent over the same period of 1929-30.

The unit increase for the tire industry as a whole in this period was less than 2.5 per cent.

"And we were able," as John W. Whitehead, president of the Norwalk Company, told the New England Council in an address at Boston the other day, "to turn red figures, which we had been looking at for ten years, into very favorable black figures."

The mental attitude responsible for Norwalk's increase, Mr. Whitehead summed up thus:

"The past is no guide to the future. Forward plans should be formulated for the year on a survey of the conditions with which you are here and now confronted. Whatever success our company has achieved in the last year has been due entirely to an understanding of our problems by the individual employees, and their cooperation in the elimination of waste in materials and time, particularly in the creation of a general feeling of pride in our product."

The rubber industry as a whole is accustomed to depressions. Competition and the improvement of product, which has substantially reduced replacement demand, have caused many fatalities in recent years. Although about \$1,000,000,000 are now invested in rubber manufacturing plants in this country, and the industry's sales volume in the last ten years was about

\$900,000,000, dividends in that period were less than 2 per cent on turnover. The number of rubber manufacturing plants has been cut in ten years from 225 to twenty-six.

The industry has been forced to put up \$200,000,000 of new capital to fill the gap created by constant losses. Today, not more than three or four tire manufacturers are able to pay dividends on their preferred stocks.

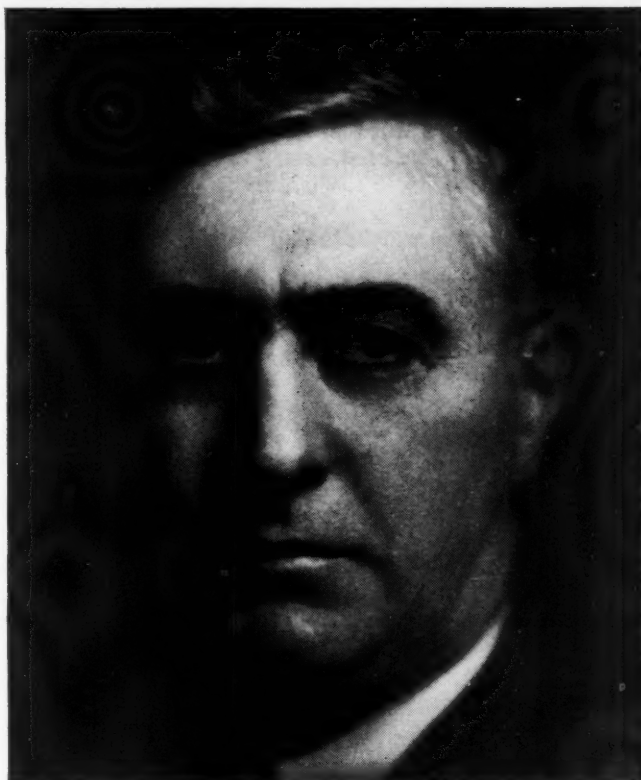
It has been estimated that one manufacturer (Goodyear) is able alone to supply all the tire demands of the country. Although the industry in this country now has a capacity of 125,000,000 tires a year, replacement sales, due to longer tire mileage, have been reduced from 52,000,000 to 35,000,000, and the total annual business is now about 52,000,000.

"This condition has shown no improvement in the last ten years," Mr. Whitehead explained, "and yet manufacturers have striven through high-pressure salesmanship to increase their quota every year."

"For some reason, dollar sales seem to be of greater interest than profit."

With even the big companies having so much trouble, what chance was there for a little company like Norwalk?

Starting as a bookkeeper with Norwalk in 1914, Mr. Whitehead was elected president of the company in



John W. Whitehead

President, Norwalk Tire and Rubber Company

1928. He found the company floundering in high costs and an eight years' accumulation of red ink.

"We decided to cut loose from all precedent, both in manufacturing and selling," Mr. Whitehead said. "Our first shot was to sell direct to independent dealers on a cost plus basis. This enabled us to make a tremendous reduction in the cost of distribution, but did not improve our position from the standpoint of actual sales."

"Our distribution had been nationwide," Mr. Whitehead pointed out, in discussing the company's progress with SALES MANAGEMENT, "but about the middle of 1930 we worked out a plan to confine it to New England and those parts of New York and New Jersey to which we could make overnight deliveries. Several years ago we had as active accounts 1,230 retail tire establishments. Now the number is 175."

"This situation may appear to reflect on our ability to hold our customers, either because of the questionable quality of our merchandise or the methods under which we conduct our business," he admitted. "But we recognized the fallacy of distributing

(Continued on page 364)

Masonite Corporation Declares War on Nation's Idle Dollars

CHICAGO—"The Minute Men of '32—100,000 Strong"—are being organized by Masonite Corporation here, structural insulating board concern, to "revitalize the retail lumber business" through a concerted sales and advertising attack on "slacker dollars," in which various factors in the building industry will participate.

The sales program will be supported by advertising to consumers in twelve national magazines, and the corporation's 6,000 dealers and their customers, through an intensive direct mail campaign which will include sales organs.

The Masonite organization has become the nucleus of the army, R. G. Wallace, director of sales and promotion, as commander-in-chief, and the strategy is being worked out in conjunction with the corporation's publicity department and the French-Stamats Merchandising Organization of Cedar Rapids, Iowa.

"The program will emphasize new uses that are being worked out each month for Masonite products," Mr. Wallace said. In addition to increasing Masonite sales, he believes it will be effective in stimulating building and remodeling, and therefore developing business for the lumber industry as a whole.

Those eligible to become Minute Men, he said, are architects, general contractors, residential contractors, modernizing contractors, and yard salesmen, and Masonite dealers have been supplied with an "official muster roll" to enlist them. The aid of yard employes, property owners, part-time salesmen, real estate salesmen and others also is sought.

"Every name and address sent in is entered in the National Order of Minute Men—each member of which will receive a special button and the *Front Line*, a twice-a-month bulletin," Mr. Wallace continued. Special awards and recognitions will also be made.

To every Minute Man and to every name sent in will be supplied free a quantity of ammunition, covering "25 Reasons Why People Should Buy Now"; "144 Suggestions that Get Owners to Modernize"; "21 Points to Know Before Approaching Prospects"; "14 Unusual Sales Strategies that Close Sales"; "Definite Appeals to Seven Types of Women Buyers."

The army is being divided into four divisions in accordance with the size of the cities in which the Minute Men will operate. Medals will be given monthly to twenty-five men in each

division scoring the highest number of points.

"In addition, each medal-gaining contestant will receive one thousand additional points to count toward grand prize awards made at the end of six months and at the end of the year. Every captain or dealer will be credited with twenty-five points for every Minute Man registered.

"Monthly awards for each division are based on incoming field reports covering the following four points of operation:

"Recruiting names of prospects for dealer direct mail offensive. Each Minute Man receives credit of five points for every name supplied his local lumber dealer, of any prospect interested in home improvement or new construction, and five points for each follow-up sales call to any prospect interested in building materials reported promptly to lumber dealer, and a credit of twenty-five points for each job closed or order put through. "One point will be awarded for each dollar's worth of business put through lumber dealer yard regardless of materials ordered.

"Special awards will be given Minute Men for meritorious service, recommended by local captains and granted at the discretion of headquarters.

"In many instances dealers will be included as Minute Men. In addition, the ten dealers in each division whose men score the largest number of points for the month will receive special recognition and prize.

"Monthly tabulation of points from each sector will go toward a national prize award provided at the end of each six months. All awards will be merchandise prizes. Recognition will be given captains and minute men in *Front Line*.

"The Masonite Corporation also will make available in monthly quantities of 500 or more a *Home Ideas* magazine, to be sent to all prospects for home improvement that are turned in by the Minute Men affiliated with each yard. This magazine is supported by lumber dealers, and a selected list of local advertisers interested in promoting home improvement."

Masonite is appealing to the "Napoleons of the lumber industry" to take command and mobilize an army of 100,000 "Minute Men." One hundred and twenty-eight Masonite representatives will be field adjutants to Commander Wallace, and 28 lieutenants are being provided by French-Stamats.

Cord Ends Fiscal Year with Sales Increase for Every Division

CHICAGO—The year 1931 was the most successful in history for every division of the Cord Corporation, L. B. Manning, executive vice-president, announced here this week. The corporation's fiscal year ended November 30.

Auburn car sales were 150 per cent greater in units than in the same period last year, Mr. Manning said, and the total of 33,277 represented an increase of 10,528 over 1929. Duesenberg sold 35 per cent of American-built cars in the \$8,500-and-more group, Stinson Aircraft sold 78 per cent of all the cabin airplanes of that industry, as well as more tri-motor planes than all other makers combined. Lycoming has become the "largest exclusive builder of motors in the world"; Central Manufacturing disposed of 153 per cent more standard automobile bodies and Limousine Body 41 per cent more custom bodies than last year.

Century Air Lines, which were started last March, carried this summer 29.8 per cent of all American air line passengers and now make eighty-two trips daily, serving eighteen terminus cities in seven states in the Middle West and on the Pacific Coast.

While sales of the heating industry in general were 40 per cent lower than last year, Cord's Spencer Heater Company sold more units than any other year.

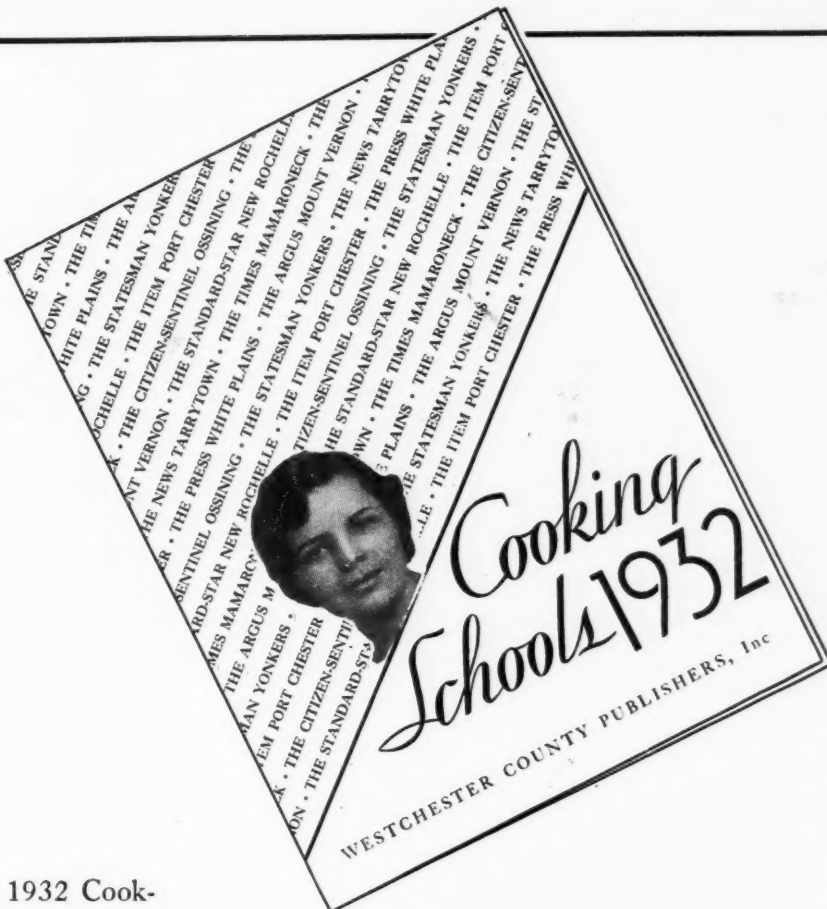
L. G. S. Devices Corporation, control of which was acquired by Cord last year, will soon announce the adoption of its free wheeling device by several other motor car makers in addition to Auburn.

In its development since E. L. Cord, then twenty-eight, went to the helm of the Auburn Automobile Company in 1924, the organization has followed the line of diversification of General Motors Corporation. The Cord Corporation was formed several years ago to acquire securities of various companies in the transportation and household utility fields. Although the entire assets of the group (their figures are not published) probably are not more than one-fifteenth as large as the \$1,328,381,770 of General Motors, it has also entrenched itself as a "United States of industry."

JANESVILLE, WIS.—C. K. Hart, for six years advertising manager of the W. A. Sheaffer Pen Company, has joined the Parker Pen Company here as assistant to Kenneth Parker, vice-president in charge of sales.

ADVERTISERS

*Send for
this booklet
Today!*



It contains detailed plans of the 1932 Cooking Schools sponsored by Westchester County Publishers, Inc., and offers manufacturers an opportunity to make the most of the responsive market for foods and household products in America's wealthiest county.

Manufacturers who participate in these schools will find that their products are ably demonstrated during the course of the lectures in a way to arouse keen interest and fresh understanding on the part of responsive audiences of Westchester housewives. In addition there is of course the added stimulus to be gained from tie-up advertising in the eight dailies that reach more than half the families of Westchester.

The schools will be under the supervision of Mrs. Jane Deeter Rippin, Director of the Homemaking Service Bureau of Westchester County Publishers. The lecturer, Miss Ann Chester, has had many years of experience in this type of work, and is a nationally known

authority on cooking and household management.

Send today for this booklet describing the 1932 Cooking Schools. It may be obtained either from Westchester County Publishers, Inc., or through the nearest office of Kelly-Smith Company.

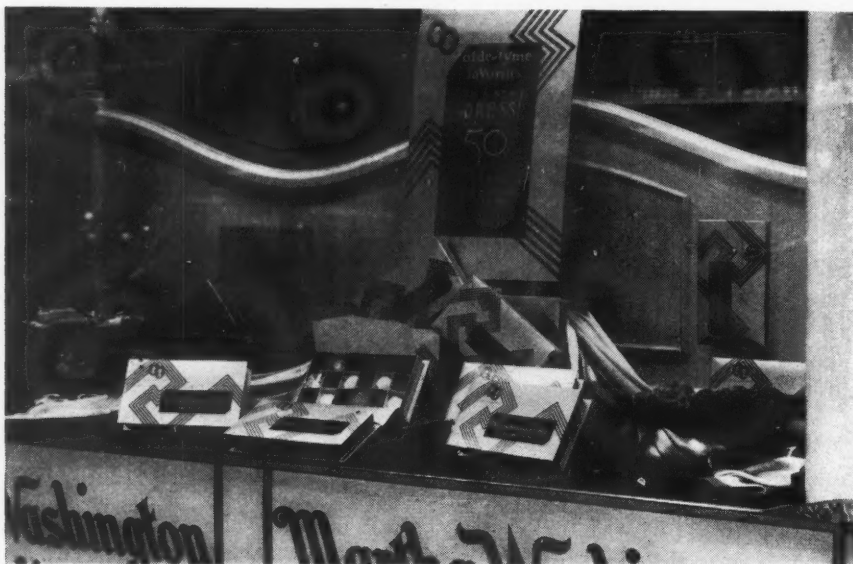
Westchester County Publishers, Inc.
White Plains, N. Y.

Ossining Citizen-Sentinel — Mamaroneck Times—Yonkers Statesman—Tarrytown News — Mount Vernon Ar-gus — New Rochelle Standard-Star — Port Chester Item — White Plains Press (Affiliated)

Nationally represented by KELLY-SMITH
Company, Graybar Building, New York, N. Y.

PHILADELPHIA BOSTON DETROIT ATLANTA CHICAGO

THE FAMILY NEWSPAPERS IN THE NATION'S RICHEST COUNTY



Martha Washington Goes Modern, in Red and Green and Cellophane

CHICAGO—Martha Washington has gone modern. Martha Washington candies, packed hitherto in conservative, almost colonial, white and black packages, are now to be had in red and black and all-over aluminum background; after-dinner mints in green and gold.

Elie Sheets, originator of Martha Washington candies, now well in his eighties, has been making candies for more than fifty years. The organization operates five subsidiary manufacturing and sales companies, 260 shops, supplies 6,000 agencies and keeps nine manufacturing kitchens busy.

Martha Washington, as a trade name, was originated by accident thirty-one years ago. At that time Mr. Sheets was running a small candy manufacturing business in Washington, D. C. One day, due perhaps to atmospheric conditions or to some mechanical fault in handling the "mix," a batch of candy was turned out that was a bit "off" in appearance.

He decided not to sell it in his regular packages, turned it over to a man to peddle in sacks at an amusement park. The candy made a hit. One day the man said:

"My customers ask me what the name of this candy is. What shall I tell 'em?"

Mr. Sheets, on the spur of the moment, replied:

"Oh, tell 'em—Martha Washington." He dismissed the idea. But not the peddler. In a little while the man had established the name and had developed an ever-growing trade. Realizing, after a time, that he had made a find, Mr. Sheets adopted the trade

name and so originated a brand and built a fortune.

Candy manufacturers in general have been heavy sufferers from the business slump. What to do about it? One thing the Martha Washington organization decided to do was to make its packages more colorful and inviting. The window displays and cards also have gone modern.

Cellophane is being used in the new packaging, with two-color seals to hold the wrapping, and prices have been somewhat reduced in the most of the line.

Goodall Extends Market for Palm Beach Suits

SANFORD, ME.—With eighteen men now on the road, the Goodall Worsted Company, here, is now developing outlets throughout the country in anticipation of a national promotion program in magazines, newspapers and radio next spring for its Palm Beach cloth and Palm Beach suits, for which it recently took over the entire distribution.

Although it is "too early to give an indication of the number of outlets for the line this coming season," L. S. Goldsmith, of L. S. Goldsmith Advertising, New York, a director of the Goodall Company and head of the advertising agency handling the account, announced that "the new Palm Beach plan is 'clicking' throughout the country. Our policy will not be exclusive. We shall sell as many of the stores as we can who are in agreement with our policy."

Frederick Feiker Tells Bakers There Is Life in the Old Land Yet

NEW YORK—Frederick M. Feiker, director of the Bureau of Foreign and Domestic Commerce, was addressing the Quality Bakers of America at New York this week, but the facts he summarized on the social and economic assets and stability of the United States may be worth passing along to sales executives in other industries throughout the country.

Among the nation's "social assets" Mr. Feiker mentioned a "stubborn belief in ourselves and in our future"; "a confidence in the nation's ability to conquer any crisis"; "a determination to give our children a better place to live in"; "a tremendous fund of ingenuity, adaptability, alertness and courage"; "a people sane and sober in the midst of economic alarms."

And, economically: A national wealth of \$350,000,000,000; 40,000,000 adults of our total population of 120,000,000 who are still gainfully employed; a \$70,000,000,000 annual business in manufacturing; \$70,000,000,000 in wholesaling, \$53,000,000,000 in retailing; \$27,000,000,000 in savings banks; \$100,000,000,000 in life insurance—to which \$1,250,000,000 was added in the first half of 1931; "a stable currency system, backed by an unprecedented gold reserve"; "a productive capacity for mass output unrivaled in the past or present and a diversity of resources that enables us to satisfy a vast range of customers," and "American investments abroad valued at more than \$15,000,000,000."

Studebaker and Hudson Increase Promotion

DETROIT—Hudson Motor Car Company will spend \$5,000,000, Studebaker Corporation \$7,000,000 in advertising next year, the United Press reported this week.

Hudson's budget compares with \$2,500,000 spent in 1930 and \$3,500,000 in 1929. Studebaker's represents an increase of \$2,500,000 over 1929 and of \$5,000,000 over 1930.

Buick, UP added, "has launched its largest campaign in four years," and Oakland is preparing to double its appropriation.

Publish Box Manual

CHICAGO—The National Association of Wooden Box Manufacturers has published for manufacturers and shippers a reference manual on wooden box and crate construction.

Who says that
BEAUTY and UTILITY
have been divorced?

*Look at these Fabrikoid Covers—then
get hold of a piece of du Pont Fabrikoid*

AT the moment, we can't think of anything that gets quite so much rough handling as catalog covers (unless it's luggage). Yet, they must stay attractive year after year.

That's probably why leading industrials pick Fabrikoid to do the job. Fabrikoid is not only handsome when it's new, but keeps that way for a long time. Its surface is sealed. Dirt and grime cannot embed themselves in its lacquer-like surface. For this reason Fabrikoid is easy to keep clean. Just a wipe or two with a damp cloth and it's new and attractive-looking again. You can even scrub Fabrikoid.

As for the unique effects possible with Fabrikoid, the covers on this page speak for themselves. Look into the possibilities of Fabrikoid's doing your next catalog or portfolio job. Call in your secretary and dictate a letter now for samples. Just address: E. I. du Pont de Nemours & Co., Inc., Fabrikoid Division, Newburgh, N. Y.

Canadian subscribers address: Canadian Industries, Ltd., Fabrikoid Division, New Toronto, Ontario.



FABRIKOID

MAKES COVERS SAY, "ATTENTION"

These handsome catalog covers of well-known organizations are all done in beautiful, durable, easy-to-clean du Pont FABRIKOID. Manufactured by Wilson-Jones Co., Inc., Chicago, Ill.

Form Candy Institute to Improve Quality and Build Profits

NEW YORK—Sixty-five candy manufacturers whose products bring an aggregate price at retail of about \$200,000,000 a year have established the Candy Institute of America, to "improve the quality of candy and at the same time insure a reasonable profit from its sale."

The organization was brought together under the initiative of Joseph Gooch, Jr., marketing executive, who has become its first president, and with William F. Heide of Henry Heide, Inc., New York, as treasurer. Headquarters are at 369 Lexington Avenue. "We are not trying to bring the industry, as such, together," Mr. Gooch explained, "but to get better cooperation from these leaders. In numbers the institute represents but a small percentage of the 1,400 or more United States candy manufacturers." Members have been divided into groups according to types of products made—general line, package goods, licorice, penny goods, etc. The institute will endeavor to establish standards of practice for each "which would ultimately lead to a broad plan of certification."

Although certain of the members also make bars, the larger bar manufacturers—such as Curtiss Candy Company (Baby Ruth) and General Candy Corporation (Oh! Henry and Amos 'n' Andy) are not participating. Some of the members are Stephen F. Whitman & Son, W. F. Schrafft & Sons Corporation, Candy Brands, Inc., New England Confectionery Company, American Candy Company and the Candy Division of United Drug Company.

Industrial Marketers of N. Y. Form Group

NEW YORK—The industrial Marketing Executives of New York has been formed as an affiliation of American Management Association—the organizing board of directors comprising Victor Bowman of Pacific Mills; Marshall L. Havey, New Jersey Zinc Company; Edgar Kobak, McGraw-Hill Publishing Company, Inc.; E. C. Sprague, Acheson Graphite Company; M. M. Watkins, Brown Instrument Company; Voyle L. Young, and Walworth Company.

Mr. Sprague addressed a meeting of the group at the Waldorf-Astoria Hotel, December 2, on "Selling Several Industrial Lines Effectively."

3 New Motorcycle Models Introduced by du Ponts

SPRINGFIELD, MASS.—While E. I. du Pont de Nemours & Company of Wilmington is looking forward to an increase in profits from its controlling interest in General Motors Corporation, two less famous members of the famous family—E. Paul and Francis I.—are preparing to increase the market for Indian motorcycles.

E. Paul is president, and Francis I., vice-president, of Indian Motorcycle company here. The company announced this week three new models, of "finer appearance, improved riding comforts, better engine performance and greater durability." Fifty new features, all told, for the sport, police and commercial markets. They come in two and four cylinders and are finished in du Pont duLux.

Indian, incidentally, controls du Pont Motors, Inc., manufacturer of high-priced cars to individual specifications.

Motor Car Manufacturers Broaden Sales Warranty

NEW YORK—Simplified and standardized warranty practices in the sale of automobiles have been recommended by the industry's sales managers and endorsed by directors of the National Automobile Chamber of Commerce. Under the plan motor car buyers will receive protection against mechanical defects for ninety days after purchase, or until the vehicle has traveled 4,000 miles, whichever event shall first occur. The terms of the old warranty agreement were based on a flat limitation of ninety days.

The proposed plan, it was explained, protects car buyers against mechanical defects that might be discovered during the period of contract, with the exception of defects in tires, which are covered by the guaranty of tire manufacturers. Under the terms of the old warranty no responsibility was assumed by the automobile manufacturer for the failures of rims, electric apparatus and certain accessories.

Heads Majestic Sales

CHICAGO—Floyd Masters, formerly a member of the sales staff, has been appointed acting sales manager of Grigsby-Grunow Company, maker of Majestic radios and refrigerators, here. Earl Hadley has succeeded Duane Wanamaker as advertising manager. Previously Mr. Hadley was sales promotion manager.

500 Drug Stores Accept Milwaukee Wholesaler's Free Display Service

MILWAUKEE—A letter from Yahr-Lange, Inc., Milwaukee wholesale druggist, to 900 independent druggists of Wisconsin, announcing a free display and sample service, has brought acceptances from more than 500.

The service was started by Yahr-Lange more effectively to meet the requirements of the individual druggist and to reduce the amount of waste in "dealer help" material supplied by manufacturers, F. E. Yahr explained. "All the druggist has to do," he added, "is to write us or call us up and we shall deliver the material if we have it in stock. Manufacturers, of course, appreciate our cooperation and are keeping us supplied with their latest material."

A stockroom containing material from some fifty-seven manufacturers has been provided, and Yahr-Lange salesmen are offering merchandising advice to dealers. Each salesman carries a catalogue illustrating the material available. When a manufacturer announces a new deal the salesmen and the entire trade in the territory are notified. Frequently dealers come in from out of town to select material. After a selection has been made for the week, or month, the Yahr-Lange sales manager works with the dealer to help him plan an aggressive campaign. Contests are carried on in stores and prizes offered to clerks who sell the most of the items displayed in the windows that week. The sales are usually divided into two types, "requested" and "suggested"—"suggested" sales receiving twice the credit.

Every Gaylord Salesman Increases His Volume

ST. LOUIS—Twenty-one salesmen of Robert Gaylord, Inc., paper box manufacturing company here, have just donned new hats as rewards for increasing their volume 10 per cent or more recently. As a result of the contest, J. M. Arndt, vice-president, explained, every salesman on the force boosted his volume.

Winners were allowed to choose their own hats and send the bills to the Gaylord company.

MOORE, PA.—Alloy Metal Wire Company, here, manufacturer of Bright Annealed stainless steel, Monel pure nickel, wire, rod and strop, and nickel alloys for electrical resistance, has opened a factory branch in the Produce Exchange Building, Chicago, in charge of R. L. Howe, formerly of the Truscom Steel Company.

To Sales Managers *of Quality Products:*

Does this advertising campaign appeal to you?

Coverage of over 10,000 of the wealthiest families in the country.

Proven interest from these subscribers.

Concentration on New York, New England and Philadelphia areas.

Spending your money for advertising where there is money to spend on your product.

Presenting your product to the class who are leaders in their communities.

Appealing through the most dignified medium in America.

And at a cost of but \$2400 for 12 pages—one in every issue of 1932.

That is what
THE FINE ARTS
offers you

WE WILL SUPPLY A SAMPLE COPY UPON REQUEST—AND FURNISH YOU PROOF OF
THE STATEMENTS MADE ABOVE.

THE FINE ARTS

For the Connoisseur of Antiques, Decoration and Paintings

420 Lexington Avenue

New York City

ELECTRICITY

EMANCIPATOR of the SMALL TOWNS and VILLAGES

IN
GRIT
HOMES

88% have
Electricity

51% have
Electric Washers

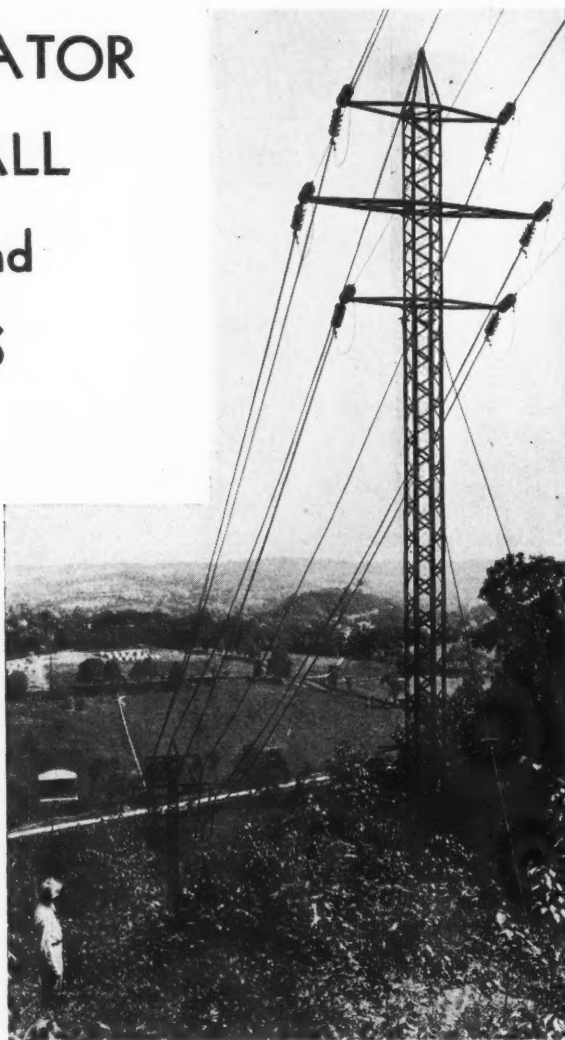
40% have
Electric Sweepers

WHEN more light is wanted, the modern small town housewife snaps switches instead of

trimming lamp wicks. On washday, she merely turns a button to set a giant hand at scrubbing the family linen. Never more will she know the tortures of heating ugly flatirons over a red hot stove. Now, electric refrigeration has come to simplify her food problems.

The new leisure provided by mechanical hands and feet has enabled small town wives and mothers to keep in touch with the world of new ideas, styles and methods.

Over four hundred and twenty-seven



thousands of these modern-minded small town families depend on GRIT to bring them the significant news of the week. Whether you sell through retail outlets or direct, GRIT will establish your merchandise in this great market at low cost.

Today, small towns are as up-to-date, as well serviced and just as responsive to progressive ideas as large cities. For proof, see "A Merchandising Study of the Small Town Market." Copy free on request.



Read Every Week by Over 427,000 Families
in 14,000 Small Towns

Member A. B. C.

Williamsport, Pa.

Thrift Appeal Sells 444% of Quota in Small Town

(Continued from page 354)

that he not only sold the fire chief a large household model, but that this sale resulted in five more, right in a row, to other families who kept check on the amount of money that the first purchaser actually saved through his investment.

Not only was this dealer able to stimulate sales by discovering a thrift appeal which carried weight with residents of his particular village, but, in addition, all of these sales were of the company's larger models, which meant more profit for both dealer and manufacturer.

"It really takes a lot of room to store six or even four gallons of milk, so I see to it that my customers get one that is plenty large enough," the dealer said.

And the field man went back to his office with a new slant on how the company's "thrift" idea could be adapted to the small-town market.

Mr. Kuhn employs a special sales force to handle Frigidaire.

Gillette Plans to Reduce "Goodwill" \$6,212,000

BOSTON—The item of \$21,439,750 for "patents, trade-marks, good will, etc.," in the Gillette Safety Razor Company's consolidated balance sheet, would be cut \$6,212,000 in a proposed capital readjustment of the company involving a reduction in the stated value of the stock from \$35,164,220 to \$17,465,767, Gerard B. Lambert, president, announced last week in a letter to stockholders. These items comprise more than a third of the company's total assets of \$61,188,724, as of the end of last year. The revision, Mr. Lambert said, will "eliminate from the account all items except those acquired by the expenditure of cash or issuance of preferred stock." The preference stock was issued in the acquisition last year of the Auto-Strop Safety Razor Company.

Hilo Promotes Cole

BROOKLYN—Everitt J. Cole, chief chemist of Hilo Varnish Corporation, has been appointed industrial sales manager. He has been a director of the corporation for the last six years.

Hawaii's Sugar Sales Rise

WASHINGTON—Hawaii produced 924,463 tons of sugar last year, with exports valued at \$55,000,000, Lawrence M. Judd, governor, reported to the Department of the Interior last week. Production of pineapples also was larger. Exports of the islands exceeded imports by \$10,000,000.

Gossip

HARRY L. BIRD, formerly vice-president and copy director of the Millis Advertising Company, Indianapolis, and prior to that managing editor of *Printed Salesmanship*, is now vice-president and copy director with Edwin B. Self, Inc., Chicago agency.

ROBERT K. LEAVITT, recently secretary and treasurer of the G. Lynn Sumner Company, previously secretary of the Association of National Advertisers, has joined Cross & LaBeaume, Inc., New York agency, as vice-president.

J. B. TAFT has become an account executive with the New York office of Gardner Advertising Company. He had been with the Richard A. Foley Advertising Agency, Philadelphia and New York, and the Lay Company, New York.

RUSSELL D. McCORD and JEAN W. JOHNSON, until recently account executives with Critchfield & Company and the Herr Advertising Agency, Minneapolis, respectively, have formed the McCord Company with offices in the Rand Tower, Minneapolis.

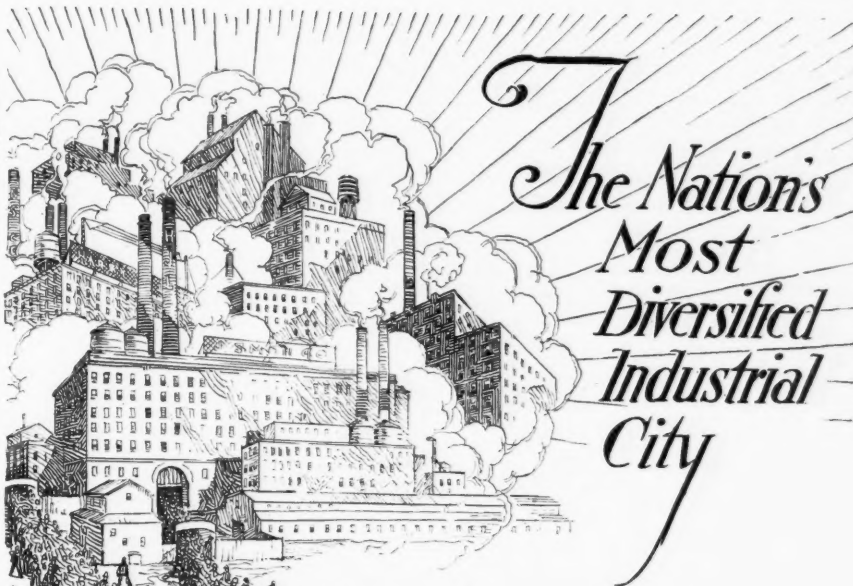
GEORGE L. EMRICH has been elected vice-president, FRANKLIN S. OWEN a director, of Williams & Cunningham, Chicago agency. Mr. Emrich, a former member of the company's staff, recently has been vice-president of Glenn S. Buck Advertising Agency. Mr. Owen has been with W. & C. for six years. R. J. DOOLEY, counsel to the Chicago Retail Druggists' Association, has joined the agency as adviser to clients in the proprietary medicine field.

Stokes Advertising Agency, Kokomo, Indiana, has been merged with the Western Advertising Agency of Chicago and Racine, under the latter name. THORNTON E. STOKES, president of the Stokes agency, has been made executive vice-president. G. B. GUNLOGSON remains as president, I. H. MARSHALL as vice-president, TAYLOR J. BROKAW, secretary and treasurer.

WILLIAM BUSSE, until recently with Evans, Nye & Harmon, Inc., is now with the advertising division of the Du Pont Cellophane Company, New York.

Birmingham, Castleman & Pierce, Inc., an advertising agency, has been formed at 138 East Thirty-eighth Street, New York, with SAMUEL CASTLEMAN as president; ARCH BIRMINGHAM, executive vice-president, and JONATHAN PIERCE secretary-treasurer. Messrs. Castleman and Birmingham have been vice-presidents of Hadden & Company, New York agency; Mr. Pierce, vice-president of William H. Denney Company.

SHORB STEELE, for many years in the advertising agency field, at one time with Lord & Thomas and Logan, has opened his own agency at 135 Post Street, San Francisco.



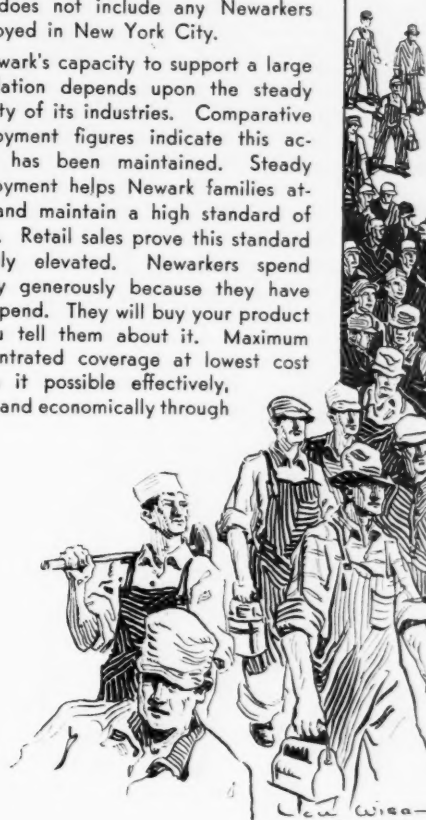
The Nation's Most Diversified Industrial City

That is what the Federal Census Bureau says about NEWARK—the trading center of the great, growing Newark market. Which is just one reason why NEWARK is such a great city and why, as a market, it is so active. The Census Bureau reported 199,102 Newark men and women gainfully employed in 1930. This is 45% of the total population, and does not include any Newarkers employed in New York City.

Newark's capacity to support a large population depends upon the steady activity of its industries. Comparative employment figures indicate this activity has been maintained. Steady employment helps Newark families attain and maintain a high standard of living. Retail sales prove this standard steadily elevated. Newarkers spend money generously because they have it to spend. They will buy your product if you tell them about it. Maximum concentrated coverage at lowest cost makes it possible effectively, easily and economically through the

Newark Evening News

EUGENE W. FARRELL
Business & Advertising Mgr.
215-221 Market Street
Newark, New Jersey
O'MARA & ORMSBEE
General Representatives
New York, Chicago, Detroit,
Los Angeles, San Francisco



Do you want a Distributor for Chicago?

...and the surrounding
territory?

We have a distributor-client with an established re-sale outlet who is in a position to offer some manufacturer a very attractive service on a product of merit in this territory.

They are fully capable, successful, of excellent character and financial responsibility.

If your present Chicago Representation is unsatisfactory, or if you are planning to enter the Chicago market, their organization offers a proven distributing outlet that is rarely available.

Address:

Wade Advertising Agency
208 West Washington Street
CHICAGO

Three Publications You Will Want!

Tip-Top Salesmen I Have Met

The popular series from SALES MANAGEMENT, reprinted in booklet form. Single copies 25 cents; in quantities of 50 or more at 20 cents a copy.

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Unusually complete and well-classified. 35 cents the copy.

Money order or check with order

SALES MANAGEMENT
420 Lexington Ave., New York

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc.,
Reader's Service Bureau, 420 Lexington
Avenue, New York.

Papers and Printing

Three More New Warren Papers. Have you ever put a tremendous amount of thought, work and hope into the preparation of a promotion mailing piece; only to have your enthusiasm dashed when the booklets came off the presses because the printing was blotchy, or, if the printing happened to be satisfactory, because the folded edges were cracked and unsightly? This booklet explains frankly that coated paper manufacturers have had great difficulty in creating a paper with the qualities of good printing surface and the flexibility that allows it to fold well, at a reasonable cost. The folder contains samples of several new, reasonably priced coated papers which combine these qualities to a heretofore unattainable degree. Warren offer them as their answer to the question, "Need inexpensive printing be poor printing?"

Markets and Media

NBC Markets. Advertisers who have not committed themselves to the use of the radio because they have not been satisfied that broadcast advertising was adequately supported by basic market data and economic information, will find in this presentation a thoroughly comprehensive collection of statistics on the trading areas served by NBC Associated Stations. And, of course, for those who are employing radio advertising, it is an invaluable adjunct to the intelligent application of broadcasting as a sales tool. The first section contains a general summary of the nation-wide NBC networks, with maps in full color, and complete statistical tables on estimated number of urban, farm and rural population, number of homes, receiving sets and residence telephones, passenger cars, individual tax returns and net income, statistics on manufacturing industries, and number and value of farms. In following sections may be found large scale county outline maps of the arbitrary service area (computed on a basis of a 100-mile radius modified by adjacent station influence), of specific territories, showing principal cities within the territory, station facts, condensed economic review of the territory assigned to the station for service, etc. Available only to advertisers or prospective advertisers and their agencies.

Salesmen's Expenses

Letters That Win the Cooperation of Salesmen in Adjusting Expenses. Among the valuable research activities of the Policyholders Service Bureau of the Metropolitan Life Insurance Company was a recent report prepared to answer such questions as the following presented by

a group insurance policyholder of the Metropolitan:

"How can I tell my salesmen their expenses are excessive and still retain their good will?" "How can I win their co-operation in keeping expenses down to a reasonable minimum?" "A dozen expense reports from a dozen men doing identical work in identical territories—and no two reports the same. What can I do about it?" The experiences of the sales managers of such companies as The Paraffine Companies, Inc., The Capitol Brass Works, Baker-Vawter & Company, The Norwich Pharmacal Company and many others in handling this delicate situation will be found to be of great help to the large body of sales executives who at the moment are finding themselves in similar circumstances. All phases of expenses are dealt with; entertainment, railroad fares, hotel accommodations, etc.

Can a Little Tire Company Live? Not Only Live, Says Norwalk, But Grow!

(Continued from page 355)

methods which produced a long list of accounts most of which were so expensive to handle that they were liabilities rather than assets. When we cut down the number of our retail outlets we also greatly reduced our credit risks.

Several years ago an organization of forty-seven salesmen was required to contact with Norwalk customers. Now the company employs but four.

"Of equal importance," Mr. Whitehead continued, "are the facts that we build only tires and tubes and, now, only one quality of them. We sell them at a definite retail price, under which the individual car owner pays no more per tire than the large fleet operator, and advertise them consistently in trade magazines and in newspaper campaigns conducted cooperatively with our dealers.

"The Norwalk Dealer Group consists of well-rated, responsible, independent tire merchants, each doing an annual volume of \$50,000 or more. Having selected them carefully, we do everything we can to enable them to operate successfully. An important phase of this 'service' is a dealer profit-sharing plan.

"Our selling is done chiefly through personal contact [Mr. Whitehead doing a good bit of the contacting himself], and by telephone. In the telephone we have found an asset which for years we had overlooked. It is much less costly to pick up the telephone and talk with a dealer, and thus maintain a weekly contact than it is to employ salesmen to do the job."

As a result of these policies the Norwalk company not only has virtually doubled its unit sales volume this year but has reduced distributing cost from \$800,000 to \$200,000.

Plus Signs

+++ FIFTY THOUSAND MORE PASSENGER CARS were sold in the month of October than were produced in the same month.

+++ THE UNION PACIFIC has recalled 3,000 men to work in the Los Angeles shops.

+++ THE READING RAILROAD is spending \$4,000,000 in extending its electric passenger service to Norristown, Pennsylvania, furnishing employment to several thousand additional men during the winter.

+++ INCREASED ORDERS scheduled by the Globe Wernicke Company of Cincinnati insure full-time operation of their plant for five months ahead.

+++ REGISTRATIONS of Reo passenger cars in October exceeded any previous month since May, and November deliveries are holding up to October.

+++ PERFECT CIRCLE COMPANY's sales through automobile equipment jobbers in October gained 71 per cent over the same 1930 month, and 82 per cent over October, 1929. Total sales for the first ten months were 24 per cent greater than in the same period last year.

+++ PIERCE-ARROW MOTOR CAR COMPANY has recalled 800 employees to its Buffalo plant, and now has 3,000 employees on the payroll.

+++ ELECTROLUX REFRIGERATOR SALES by the Southern California Gas Company, Los Angeles, for the first eight months are 42 per cent greater than for the entire year of 1930.

+++ BRADSTREET's reports from fifty-five leading cities show that last week, despite abnormally warm weather in many parts of the country, there was a distinct upward trend in volume of retail sales.

+++ ELECTRIC OUTPUT for the week ended November 21 showed a decrease of 3.9 per cent from the corresponding week of 1930, as against a decrease of 5.2 per cent the previous week and 5.9 per cent the week before that.

+++ FREIGHT LOADINGS for the week ended November 14 showed the smallest percentage of decline from 1930 for any week in the last four months. More carloads of grain were shipped that week than in the corresponding weeks of 1930 or 1929.

+++ BUILDING PERMITS issued in Pittsburgh during the month of October were 50 per cent over September and 120 per cent over October, 1930.

+++ THE STATE OF CALIFORNIA will soon advertise for bids on twenty-six Southern California highways projects estimated to cost \$9,916,966.

+++ COOK COUNTY, Illinois, sales of new automobiles for the first twenty-eight days of November totaled 1,939, compared with 1,858 for the entire month of November, 1930. This is the first increase over a previous year's month since October, 1929.

+++ PRESENT EMPLOYMENT in the plants of Chevrolet Division of General Motors Corporation is 15 per cent above a year ago.

+++ THE FOUR WHEEL DRIVE AUTO COMPANY of Clintonville, Wisconsin, has had to add another shift to take care of increased sales on F. W. D. trucks. The company has a bigger book-log of orders than ever before in its history.

+++ THE FORTY-FOUR MILLS of the McKeesport Tin Plate Company began operations on a full-time basis on Monday.

+++ THE FORD MOTOR COMPANY will place orders shortly for approximately 300,000 tons of steel, according to *Iron Age*.

+++ THE FOLLOWING MAKERS OF AUTOMOBILE TRUCKS sold more vehicles in October this year than the same month of 1930: Chevrolet, Diamond-T, General Motors, Pierce-Arrow, Reo, Studebaker and Willys.

+++ MORE THAN \$18,000,000 will be spent in the next six months in the East Bay region of San Francisco in building projects of the federal and city governments and by private corporations.

EXPANDO SALESMOBILE

Has been applied during the last two years in twenty-one major lines of business

Marshall Field & Co., Wholesale
Salesmobile Model "L."



H. J. Heinz Co.
Salesmobile Model "S."



General Electric Supply Corporation
Salesmobile Model "SR."





Closed for road travel.



Expanded for transaction of business.

The Salesmobile is modern equipment, combining comfortable transportation for salesmen with a complete planned sales presentation.

A BOOKLET ILLUSTRATING SALES APPLICATIONS BY NATIONALLY PROMINENT ORGANIZATIONS WILL BE MAILED TO YOU ON REQUEST.

EXPANDO COMPANY, 105 West Adams Street, Chicago

Editorials

TRACING THE FOOTPRINTS OF SUCCESS:

The government's effort to identify the causes of particular business success in bad times seems to be of more practical value than its efforts to run down the reasons for depression in general. In a group of companies representing 202 manufacturing industries, forty-three retailers and ten wholesalers scattered among seventy-four cities in thirty states, no less than 338 instances were found of increased sales and profits, besides others that showed sound progress not yet measurable by ledger entries. Credit for these results is given mainly to sales effort including advertising. Other important factors listed according to their scoring rank are: reduction of production expense, new products, quality, reduction of prices, market research, cooperation with dealers, keeping products in line with customers' desires, and installation of modern equipment. . . . The most striking thing about this list is its lack of originality. Everything on it has been urged many times upon the attention of business men. It is plain, however, that making money lies not alone in using all the ingredients of good management. Even more essential is wise selection of those upon which special emphasis should be laid. Thus we learn from the inventory of returns to the Department of Commerce Bureau of Foreign and Domestic Commerce that most of the managements which have been making way against the ebbing business tide ascribe their progress chiefly to selling pressure and promotion of sales. Their experience demonstrates that, provided due care is given to ascertainable facts, buying habits of the public, costs of operation, prices, and quality—in other words, if the obvious is well attended to—it pays to put most of your power behind sales effort even when buying power is not at top notch. A Harvard Business School study of the slump in 1920-21 arrived at this conclusion. The Department of Commerce has merely discovered the same rule in a later period of poor business.

THE FARM BOARD FIASCO: It can hardly be said that the Farm Board has been a success from any point of view. Buying wheat and cotton to sustain the prices of these commodities, the board finds itself in possession of bushels and bales of these products that cost \$177,000,000 more than their present market value, and meanwhile wheat and cotton have sunk to subnormal levels. The government is out of pocket to a substantial amount and if the farmers have got anything out of the operation there is no visible evidence of their gain. . . . This lamentable result occasions no surprise. It was foretold by most intelligent observers. A similar sequel has followed every attempt to regulate prices by

artificial buying of surplus supplies, which only encourages producers to go on putting out more than can be used. But no word comes from Washington or the agricultural regions indicating that the futility of such undertakings has been realized. On the contrary, the only reaction to the revelation of the fiasco is a growing sentiment in favor of the export debenture plan and the equalization fee which, if carried out, will probably make matters worse. The best hope of putting an end to follies of this kind is to be found among the men who sow the fields and harvest their crops. The politicians have made a mess of the job. Perhaps if the farmers themselves take a hand something useful can be done.

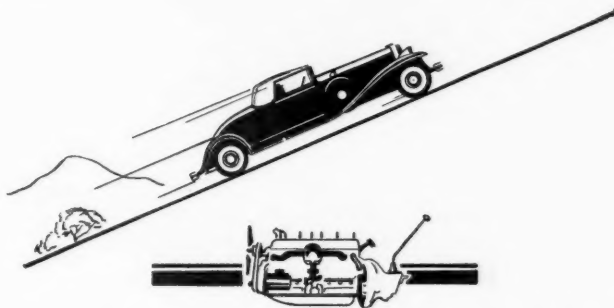
THE MIGRATION OF FACTORIES: Characteristic of current news are the announcements that, as a means of escaping the new British tariff, Underwood typewriters are to be made in Canada hereafter, and that, as a means of escaping the tariff in this country, Swedish matches are now to be made in the United States. Tariff walls having shut out foreign goods, alien capital, welcome wherever it goes, is establishing itself inside the barriers raised against the fruits of its activities under other flags. Our government professes indifference to the new British customs duties, assuring us that our exports to the British empire will not be greatly affected; our supplies of raw material will always be in demand, of the manufactured goods we send to England no great part will be interfered with, and American labor will not suffer since American factory branches abroad are likely to be matched by foreign factory branches here. . . . It is possible that this optimistic view will be justified by the event. The radical change now going on in the basis of foreign trade is creating unfamiliar conditions the final consequences of which no man can surely foresee. But to the philosophic observer, meanwhile, the possibilities are peculiarly interesting. When the battle of tariffs got fully under way it seemed as though new causes of quarrel were being thrust upon a distracted world which would test to the utmost all the contrivances for maintaining peace which have occupied our thought since the Great War. But if tariffs are to become incentives to industrial development related only to economic considerations and regardless of national boundaries, the weapon that threatened fresh discord may prove to be the means of uniting the nations more closely than ever. If Europe and Asia and Africa should become dotted with American factories and the United States should become dotted with factories owned by foreigners, the poet's dream of a federation of the world might seem not impossible of fulfillment.

A Book Worth Reading

In his book, *The Advertising Appropriation*, recently published by Harper & Brothers, Albert E. Haase presents an analysis of his subject which goes far beyond the usual conceptions, beliefs—and, yes, propaganda—of the so-called advertising man. This is as it should be, for Mr. Haase, when active in publishing circles and more lately as managing director of the Association of National Advertisers, has had unusual opportunities for contacting the most important human and material sources of information. It has long been patent that masterly treatment of this complex subject must be based upon a full realization of the company viewpoint, i. e., the expectations of the owners of a business who put up the money for advertising and who naturally, therefore, expect sanity in planning methods and worth-while results from actual usage of advertising. At the same time it has also long been apparent that many company executives, from sales manager to chairman of the board inclusive, are so steeped in matters relating to production, finance and marketing apart from advertising, that they have small patience and even less understanding of the things that have been learned about advertising as the result of experience.

Mr. Haase in his book shows a real understanding of the situation as it really exists. In his discussion of the advertising appropriation, he shows a clear understanding of the fact that many, if not most, advertising men are too shallow in their practical knowledge of marketing, of which advertising is after all an integral part. He shows that he is equally conscious of the shortcomings of many, if not most, company executives, when it comes to comprehending the advances which have been made in the technique of advertising. Hence, his book is worth reading and deserving of intensive study on the part of both advertising men and company executives, from the sales manager up to and including the chairman of the board.

Mr. Haase does not talk dogma. He is elastic in his thinking, but he keeps his feet on the ground and is very firm, except in those phases where sane reasoning compels the use of some latitude and longitude. You will find his treatment of this important subject (how to determine the advertising appropriation) sincere and convincing—particularly so if you are the *president* of your company. Mr. Haase proves he knows your language through extensive, intimate contact with company executives. Better read it before making all plans for 1932.



PUT TO THE TEST

AUTOMOTIVE prospects in Cincinnati—all of them—read *The Times-Star*. Why? . . . A well-balanced newspaper, containing every bit of worthwhile news, and for the motor enthusiasts one of the most interesting automotive sections in the country.

Result — automotive advertisers have proved that the best way to keep in close touch with their market is through the columns of *The Times-Star*.

There is one sure method of accomplishing a thorough and economical job in Cincinnati—concentrate your advertising in *The Times-Star*.

THE CINCINNATI TIMES-STAR

HULBERT TAFT

President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

Member of A. B. C.—Major Market Newspapers, Inc.—Media Records

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., December 2.—Observers expect a flood of bills on business regulation and relief next week when Congress gets down to business. This morning Senator James Couzens told the writer that he has received thousands of letters suggesting all sorts of relief schemes, most of which are unconstitutional, and said that the business men of the country should be warned not to consider too seriously the introductory publicity on many proposed measures.

"I have no definite plan for labor or business relief," Senator Couzens continued. "And it is unfortunate that the general public and many business men have such an incorrect conception of how Congress proceeds. Our work is so diversified that all Senators cannot be fully informed in advance regarding any special legislation; but I continually receive letters in large numbers asking questions about the work of committees besides my own, the Interstate Commerce Committee.

"Tell your readers not to be disturbed nor greatly encouraged by what they hear of bills that are merely introduced. About 90 per cent of such bills never get out of committee and at least 75 per cent of them are never intended to be taken seriously by those who introduce them. The various committees of both Houses study and sift, and out of the deluge of bills they may report for the attention of Congress several bills that will aid industry. However, it is my frequently expressed conviction that industry, and not Congress, must be the leading factor in solving the problems of industry."

Prosecution for Criminal Libel will result from the publication of the last book which attacks the character of the President, if there is truth in the rumor that such a decision has been expressed confidentially in the White House. Agents of the Department of Justice have located the promoters, the writer and the publishers of the book, and the publication, it is said, is a part of a political campaign that was started with the expectation that legal action would not be taken.

Taxing Chains for Revenue is expected to follow the several decisions of the Supreme Court made recently on the subject of state chain taxation, the latest of which, handed down yesterday, affirms an opinion of a lower court which subjects chain stores in Virginia to an additional tax on distributing houses within the state. The Indiana and North Carolina cases, recently before the Supreme Court, were held to be controlling.

These cases indicate that states may go about as far as they like in taxing chains. They were brought largely because of public prejudice; but since it is now established that the methods are legal in principle, there is little doubt that many of the states will tax the chains for revenue. The legislature of Massachusetts will soon consider a chain tax bill.

Direct Advertising Postage Waste is again emphasized by the Post Office Department. Monday, Burton G.

Cowles, superintendent of the dead letter office, said that the waste due to obsolete mailing lists and the failure to use return address envelopes was nearly \$325,000 during the last fiscal year. During the year the division received 6,450,000 letters containing advertising material, and Mr. Cowles referred to the loss of the department in handling this dead mail as well as to the loss of returns to the advertisers who had their printing, postage and mailing costs for nothing. He also mentioned the fact that these figures deal only with first-class mail and that the loss on other classifications of advertising was much greater. The department urges the universal use of return cards on all advertising mail and the frequent checking of lists.

A National Economic Council, as outlined by Senator La Follette's bill (S. 6215) which will be introduced next week, is having a final discussion before the Senator's committee. Many of the country's leading business men and economists have told the committee what they think about the proposal and there is no doubt that the bill will be seriously considered. Senator La Follette, through his questioning of witnesses and his statements to the committee, has demonstrated that he has a clear conception of economic principles and a keen analytical mind.

The American Marketing Society, "an association for the advancement of science in marketing," will hold a meeting in Washington on December 28 for the purpose of studying the work of the Bureau of Foreign and Domestic Commerce. Paul T. Cherington is president of the society; L. D. H. Weld, first vice-president; Archibald M. Crossley, treasurer; and Nathaniel W. Barnes, secretary. The organization is undertaking to do for marketing "what other central bodies like the American Bar Association and the American Association of Mechanical Engineers are doing in their respective fields."

St. Louis Drug Survey Field Work will be completed by April 1; but the Department of Commerce staff will continue the work of compilation in St. Louis until about July 1 and all reports on the survey will be promptly published. Two preliminary reports, now in manuscript, will go to the printer very soon, five others that are in preparation will be published before July, and it is probable that several more will be published before that time.

Growing Interest in Statistics on the part of business men is indicated by the fact that the net paid circulation of the *Survey of Current Business* has increased 54 per cent during the last six months. The magazine is issued monthly, with weekly and annual supplements, and is published by the Department of Commerce at \$1.50 a year. The increase was found to contrast very favorably with ninety-one leading business and general magazines, only twenty of which have increased their subscription lists during the same period.

Recent Budget Cuts will further delay the publication of reports and seriously curtail the compilation of data on the Census of Distribution.

Media

Did you know that there has been afoot in our very own country a "Ten Year Plan" that has set a pretty pace for Mr. Stalin's activities? It was initiated in 1921, by a group in the Northwest of which the Minneapolis *Tribune* was one of the most ardent agents. Frederick E. Murphy, publisher of the *Tribune*, told about its results in a recent address. It appears that ten years ago, in 1921, somebody suggested that something ought to be done about the farm income. Whereupon the *Tribune* and other public-spirited citizens of the states of Minnesota, North and South Dakota and Montana made an investigation which actually found out what was wrong with the farm income, and girded themselves for the long pull. What has happened since is proof of the power of publicity—the *Tribune's* contribution to the project. In 1921 the Northwest claimed an annual income of a billion dollars a year—a twelfth of the annual total. For seven years, without a break, they chalked up a hundred million a year increase—then Wall Street reached out its long sinister arm and—for the moment, at least—has throttled the growth. Says Mr. Murphy: "The *Tribune's* ten-year plan consisted basically of educating the farmer and educating the business man. We had to bring home to the business man of the Northwest the fact that the prosperity of the nation, and every unit down to the merchant's baby, is unalterably dependent upon agriculture."

We'd say it was worth being your brother's keeper to increase the wealth of the land by seven hundred million dollars—wouldn't you?

* * *

When George D. Mitchell, editor of the *Pathfinder*, addressed the Magazine Group of the New York Advertising Club recently, he made the most of his opportunity by jesting and gibing at the city boys who, according to Mr. Mitchell, ducked us into the economic doldrums. "Why," asks Mr. Mitchell, "does 50 per cent of America (the farms and small towns) produce 95 per cent of its leaders? There must be a fundamental principle involved."

Another score against the concrete-and-steel dwellers: "It was a New York man who said: 'The public be damned!' It was William H. Vanderbilt, railroad president, who said that—the public hasn't forgotten it—now see where the railroads are! You cityites haven't given Smalltown America a fair deal. . . . The small town must be kept alive and thriving if the other half of the country is to prosper. . . . Smalltown America normally takes up the overflow of production. You can sell almost anything there if you go about it right. Now, when you start damming up that overflow, you get nation-wide wreckage. The smalltown market once won, can be counted on to stay put. It doesn't have to be sold over again each day. Smalltown people are steady. . . . loyal. Once converted to a product, they will continue to use it unto the third and fourth generations."

"I'm not telling you—I'm just asking you; wouldn't it be good policy to learn a little more about this smalltown half of America?"

The December issue of the art magazine, heretofore called *Antiquarian*, appears under its new name, *The Fine Arts*. In explanation of the change, Edward Lyman Bill, publisher, assures us that previous editorial ideals will be adhered to, but in addition there will be offered a broader treatment of arts and decorations paralleling the growth of American cultural interests. The subhead on the cover of *The Fine Arts* describes its scope aptly: "For the connoisseur of antiques, decoration and paintings."

* * *

Spencer Young, formerly with Quality Group, *Golden Book* and *Review of Reviews*, has joined the advertising department of the *Outlook*.

* * *

By way of meeting new advertising and publishing conditions, the publishers of *McCall's Magazine* have made an entirely new move in announcing rate reductions. In order to avoid the difficulty of possible necessary rate readjustment in the future,

the announced reduction of \$500 per page will obtain for a period of nineteen months, effective with the March, 1932, issue, and ending with the September, 1933, issue. There will be no reduction of the existing circulation assurance of 2,500,000. The method assures the advertiser the lower net page cost and greater quantity per dollar of expenditure, desirable for present purposes, while at the same time putting the publisher in a position where he can adjust himself to possible economic changes in the future.

* * *

The New York *Times* announces the appointment of Theodore D. Palmer, formerly local advertising manager, to be in charge of national advertising. Local advertising will be under the supervision of B. T. Butterworth.

Joseph W. Gannon, formerly in charge of national advertising, becomes assistant to Don Bridge, advertising director of The New York Times Company publications.

MAKE 1932 CALLS MEAN MORE WITH

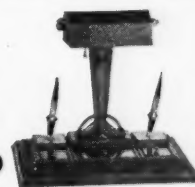
Genuine Engraved Business Cards



A GOOD START is half the battle, in sales interviews. And the right start for any call is a Genuine Engraved Business Card. Its crisp, dignified good looks inspire confidence and smooth the salesman's path. Use Genuine Engraving not only for business cards, but also for your stationery, greeting cards and announcements. Each mailing from your office represents you to the recipient . . . make sure that it does you justice!

America's business, financial and professional leaders prefer Genuine Engraving—because it pays. Let this time-honored craft bring new prestige and profits during 1932. Look for this emblem when you order.

WIN THIS AWARD



This \$100.00 Parker DeLuxe Desk Set, suitably inscribed, will be awarded as FIRST PRIZE to executive submitting most distinctive Genuine Engraved Business Card used by his firm. Other valuable awards, too! For list of E. S. M. A. members in your city write Engraved Stationery Mfrs. Assn., 250 W. 57th St., New York. Contest closes December 31.

THE MARK OF ENGRAVING



MEANS GENUINE QUALITY

THE BELVEDERE IN BALTIMORE, Charles at Chase Street. Faultless service, cuisine of unparalleled excellence and ready access to all railroad and steamship terminals.

Charles H. Consolvo President William J. Quinn, Jr. Managing Director



The
BELVEDERE
Baltimore Maryland

This Man Can Build Food or Drug Sales

Twenty years of concentrated selling and sales executive experience in the food and drug field qualify this man for an executive position.

His experience covers all phases of marketing—selling to retailers, jobbers and the chains; building a sales plan and organizing a sales force; installing and using office statistical sales records; fitting the sales program to advertising, and working closely with the advertising agency.

His unique experience covers not only every corner of this country, but Canada and England as well. His most recent task was developing the English market for a well-known American food product.

His chief desire is to find an opportunity that is really worth while—a position where there is room for growth and for increased earnings which are commensurate with results obtained for the employer. Gentle, married.

Box SM 2
SALES MANAGEMENT
420 Lexington Avenue
NEW YORK

A Feast of Sales in a Famine Year

(Continued from page 343)

tory is notified at the same time.

If no reply is received within ten days another letter is sent the dealer. This is along the same lines as the first, with the addition of a suggestion that perhaps he is in need of certain models or colors which it is known he doesn't stock. If he still doesn't reply the salesman is asked to call and find out what is wrong. If there has been a bank failure in his town or there is other good reason for his inactivity he is excusable; if not, the case is studied pretty closely. It is the policy to help dealers in every way possible and to be patient with them when necessary, but it is also the policy to sell only through the best dealer in each territory—and sometimes the one appointed doesn't prove to be the best. Perhaps a change would be helpful.

The number of dealers has been greatly increased this year and the number of salesmen has been more than doubled.

"We knew conditions were unfavorable in some territories and that in order to maintain our pace we would have to line up some new ones," Mr. Lewis explained. "We began by making a survey of the entire country, listing every town of 1,000 population or over, then checking this list to see whether we had a dealer in each town and, if not, whether the town had gas. This gave us a long list of towns that had gas in which we had no dealers. Then, from well-known sources, we selected one or more large, well-rated dealers in each town as prospects and began a mail campaign to them to interest them in our line.

"Meanwhile, realizing that such expansion would necessitate more intensive field work, we reorganized all territories, appointed eight of our best men district managers—we had no district managers before—and hired twenty-six new salesmen. The district managers and new salesmen were brought to the factory and the salesmen were given an intensive course of training while we went over our expansion plans with the district managers. The salesmen were put through every department, beginning in the factory, where they tore down stoves, reassembled them and passed an examination on service, and ending with an examination which I personally gave each of them. None was passed until he was not only thoroughly familiar with the product, our system, our procedure and our policies, but was also so enthusiastic that his en-

thusiasm showed in his eyes and his voice.

"We now have fifty-eight salesmen, as compared with twenty-two formerly. This means smaller territories, more frequent contacts and more intensive work with individual dealers. Selling, though, is a rather minor feature of their work—a by-product, you might say. Their job is to work with the dealers, appoint new dealers and keep us apprised of conditions in their territory. If they can keep their dealers active and selling stoves, the dealers will not have to be sold—they'll buy from us.

"In lining up new dealers, we send them a series of three letters, together with literature and prices on our line; then our salesmen call on them personally and report to us. We keep each salesman apprised of the dealers we are prospecting in his territory, so he can arrange to call at the proper time. When he goes into a new territory he makes inquiries concerning the prospective dealers and, if necessary, spends a day in canvassing homes and asking the housewives where they bought their stoves. He may then sign up the dealer he considers best, or he may find that some dealer whom we haven't contacted is the best prospect and ask us to circularize him.

"We undertake in every case to learn as much as possible about each territory and we insist on an annual volume of not less than ten per cent, in dollars, of the population. Thus, if the population of the trading area is 50,000, our dealer there should purchase a minimum of \$5,000 worth a year from us.

"Dealers are accorded suitable protection in every case. Since we have had on this campaign for new dealers some of the salesmen have had a tendency to line up a number of small dealers in a territory where we already had a satisfactory large dealer. Here's what we tell them about that." Mr. Lewis produced a recent sales bulletin, stressing the point that such practice jeopardizes the existing large dealer because the small, irresponsible ones are likely to cut prices and "kill" the line. Hence salesmen are strictly forbidden to appoint them.

"Here is another fertile source of new dealers which we are cultivating intensively," Mr. Lewis remarked as he pulled down a roller wall map in his office. "Natural gas is being piped into all these territories you see outlined on the map. This means virgin territory for gas stoves in many cases—

and we are always right there with the gas stoves as soon as the gas is turned on.

"Notice this middle western territory here. Mr. Kastner went out there in September and appointed forty-nine new dealers in two weeks. Our stoves were on display in the dealers' stores and many of them were actually installed in homes before the gas was turned on.

"Our sales more than doubled down here in this southern territory last year because gas came in and we were on the job.

"We know several months beforehand where the pipe lines are going and about when they will reach each town, and we always make it a point to be all ready when it comes. Among other things, we circularize the dealer's prospects for him, telling them that the gas is coming, that they'll want one of our beautiful ranges and that they can see it on display at the local dealer's, whom we name."

It is particularly interesting to know that this company's impressive record during the present period has been made without the aid of severe price cutting. "In April we reduced prices on several models, but the largest reduction was 10 per cent," Mr. Lewis said. "These reductions were not made because of competition or general conditions; they were due to economies of manufacture. Incidentally, I doubt whether the reductions had any bearing at all on sales. We don't sell our product on a basis of price and we haven't done any shouting about the lower prices."

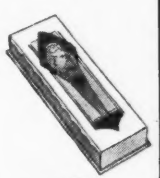
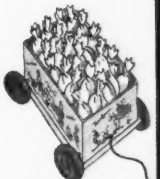
Talkie Sells Mazdas

CLEVELAND—"Mazda Lamps Preferred," the first talking motion picture showing the manufacture of Mazda lamps, was given its premiere recently at the Euclid Theatre, East Cleveland, before an audience of Nela Park executives, representatives of the Cleveland Electric League, Cleveland Advertising Club, Cleveland Electric Illuminating Company, business paper publishers and others. Four reels in length, it was produced in the film laboratories of the General Electric Company at Schenectady.

Quick Freezing in Butte

NEW YORK—The sixth production unit for quick freezing of foods by the Bird's-eye process is being established in the Hanson Packing Company plant at Butte, Montana, General Foods Corporation announced recently, and will be ready for operation December 15. Two plants are now operating in Boston and one each in Gloucester, Massachusetts; Hillsboro, Oregon, and Halifax, Nova Scotia.

DETROIT—A "crest," carrying a book symbolizing "knowledge," an hour glass symbolizing "experience" and wings, "progress," has been adopted by the Leonard Refrigerator Company, and will be placed on the seven models of its 1932 line.



YOU WOULDN'T DRESS LIKE THIS!

BUT what of your merchandise? Is it dressed in the style which will further its sale to the fullest possible extent?

For thirty-five years Fairchild has specialized in the creation of sales-producing designs. Many manufacturers have benefited through increased sales, because we, as packaging specialists, know our "packs" as Paul Poiret knows his "wraps."

What has been done for others likewise can be accomplished



for you. A two cent stamp will carry your packaging problem to us without further obligation on your part. Let us show you the correct "dress" to send your product toward greater sales and popularity.

Write E. E. Fairchild Corp., Studio P, 200 Fifth Avenue, New York City.

E. E. FAIRCHILD

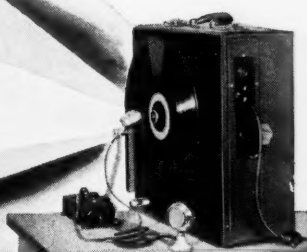
CORPORATION
ROCHESTER NEW YORK

Merchandise Costume Stylists

16 MM *Talkies* put the 1932 PUNCH into SELLING



TALKIES have played a Major Role in some of the outstanding Sales successes of the Year!



This year your customers must be shown and told and sold as never before. Standard Brands, Standard Oil, Chrysler and many others, "show, tell and sell" them with the Animatophone.

MAGIC Powers for the Salesman

The power of drama is packed into the demonstration in which ACTION and SOUND are reproduced by the Animatophone with a fidelity that is as lifelike as life itself.

Prospects are glad to be "shown" the Animatophone way, and they stay sold on the idea or product after once witnessing its dramatized presentation with "TALKIES". The Animatophone is quick to set up and easy to operate; adaptable to all voltages. Sound reproduction is professional in its excellence. Pictures of any desired size are smooth and brilliant . . . and may be projected any distance to a hundred feet.

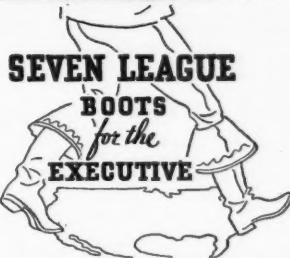
The ANIMATOPHONE

16 MM Portable SOUND PROJECTOR



Manufactured by
VICTOR ANIMATOGRAPH CORP.
DAVENPORT, IOWA

Distributed by
NATIONAL THEATRE SUPPLY CO.
Branches in All Principal Cities



Thru the medium of the Animatophone your president or sales manager may "personally" appear before a hundred different groups in a hundred different cities all at once and the same time to "put over" a vital message or a timely sales story.

Write for particulars concerning Business Talkies, Film Production, and Animatophone uses and prices.

Account Changes

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY, East Pittsburgh, Pennsylvania, entire advertising account to Fuller & Smith & Ross, Inc., Cleveland. Effective January 1.

JOHN T. STANLEY COMPANY, INC., New York, Mobo automobile specialties, to Donahue & Coe, Inc., there. Newspapers, magazines, posters, trade papers and direct mail.

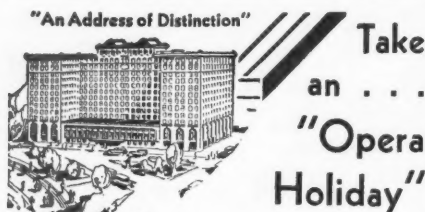
SILENT GLOW OIL BURNER CORPORATION, Hartford, oil burners and oil-burning units, to Gale & Pietsch, Inc., New York. Newspapers and radio.

MARSHALL FIELD & COMPANY, Chicago, general merchandise, wholesale account to N. W. Ayer & Son, Inc., there. Effective January 1.

LIBERTY MAGAZINE, New York, to Lord & Thomas and Logan there.

RELIANCE MANUFACTURING COMPANY, Chicago, Big Yank work shirts, to Carroll Dean Murphy, Inc., there. Newspapers.

EVERBRITE PRODUCTS COMPANY, Kansas City, gasoline and oil heaters, to Russell C. Comer Advertising Company there.



Set aside a few days for a visit to Chicago... for shopping... personal business... and the Opera. Smart elegance in accommodations... the operatic renditions of Henry Selinger and the Drake Concert Ensemble... convenient accessibility to the Opera... theatres... stores and the Loop business district... add immeasurably to the pleasure of those who choose THE DRAKE. Rates begin at \$4 a day. Permanent Suites at Special Discounts.



"Y" TUBE TRAY COMPANY, New York, "Y" tube tray for bathroom tubes, to Stanley E. Gunnison, Inc., there.

CRAWFORD, MCGREGOR & CANBY COMPANY, Dayton, MacGregor golf clubs and other golfing equipment, to Williams & Cunningham, Inc., Chicago.

GORDON MOTOR FINANCE COMPANY, Chicago, to Schweitzer & Steitz there.

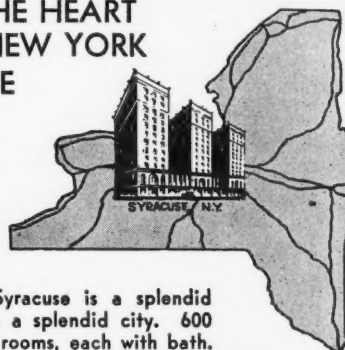
SERVICE STATION EQUIPMENT COMPANY, Conshohocken, Pennsylvania, ECO products, to Aitkin-Kynett Company, Philadelphia.

SUPERIOR PERFUME COMPANY, Chicago, Uca Metho Salve, to Brandt Advertising Company there. Newspapers.

CARSON PIRIE SCOTT & COMPANY, wholesale, hosiery, underwear and other merchandise; HINTON ENGINEERING COMPANY, draft normalizers; and HAMLINS WIZARD OIL COMPANY, all of Chicago, to Gale & Pietsch, Inc., there. Magazines, business papers and direct mail for the Hinton Company; magazines, newspapers and radio for Hamlin's.

LIQUID CARBONIC CORPORATION, Chicago, soda fountains, bottlers' machinery, to N. W. Ayer & Son, Inc., there.

IN THE HEART OF NEW YORK STATE



Hotel Syracuse is a splendid hotel in a splendid city. 600 outside rooms, each with bath. \$3.00 up. Powers Hotel, Rochester, N. Y., under same management.

HOTEL SYRACUSE

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

POSITION WANTED

"TRIPLE THREAT" AVAILABLE—IT'S A season of upsets, both on the gridiron and in business. Dave Depression intercepted one of my passes and blocked me out of a pleasant ten-year connection as editorial executive with a large New York business paper publisher. Now I've got to kick off the business ball again. Dave made available a triple threat man when he crossed my last white stripe. I can "lug the leather" as an editor. I can throw them far and hit the target as a publicity man, as I did for three years for one of the largest tire manufacturers. And I can put the ball over the cross-bar from all angles as an executive assistant—one who gets things done with a minimum of supervision—leaving his chief to concen-

trate on the larger aspects of his job. Here's an opportunity for a publisher, an advertising agency or a publicity organization to get a scoring punch from a ball-carrier who is a firm believer in teamwork. When can we talk about a place on your 1932 team? Address Box 325, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis, 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

SALES REPRESENTATION

GET OUT OF THE RED IN NEW ENGLAND! Successful sales manager with trained organization invites correspondence or interview with principals seeking more aggressive sales representation for meritorious product or service in this territory. Proven record for results. Highest credentials furnished. Address Box 326, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

PHOTOSTATS

COMMERCE
PHOTO-PRINT CORP.

42 Broadway 33 West 42nd St. 80 Maiden Lane
Tel. LONGacre 8645

PHOTOGRAPHS

Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

TORONTO HALIFAX MONTREAL WINNIPEG LONDON, Eng.	"GIBBONS KNOWS CANADA" J. J. GIBBONS Limited CANADIAN ADVERTISING AGENTS	REGINA CALGARY EDMONTON VICTORIA VANCOUVER
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